ROANOKE COUNTY PUBLIC SCHOOLS

Annual Budget

ROANOKE, VIRGINIA



2017 - 2018

www.rcs.k12.va.us

5937 COVE ROAD, ROANOKE, VA 24019

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Roanoke County Public Schools

(A Component Unit of the County of Roanoke, Virginia)

Annual Budget
Fiscal Year 2017-2018

Prepared by the Finance Department

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5937 Cove Road
Roanoke, Virginia 24019
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Balance
School Climate
Professional Growth
Support Services
Learning Culture
Citizenship
Collaboration
Creativity
Critical Thinking
Communication
DEEPER
LEARNING

Roanoke County Public Schools
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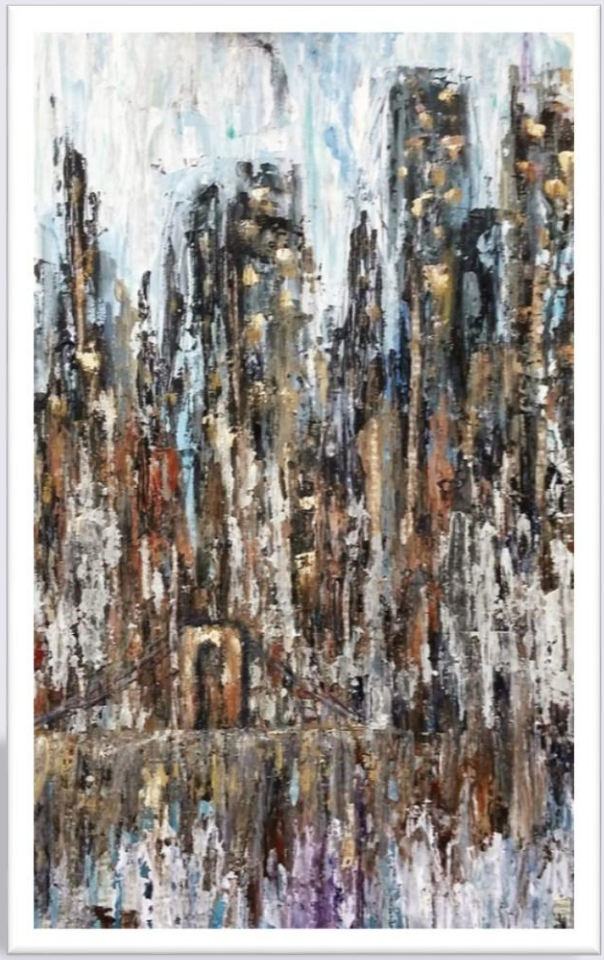
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INTRODUCTORY SECTION



"New York" by Mary Willa Foy
Silver Medalist
2017 National Scholastic Art & Writing Competition


Balance
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ROANOKE COUNTY PUBLIC SCHOOLS
Office of the Superintendent
5937 Cove Rd. Roanoke, VA 24019 ♦ (540) 562-3900 Ext 10163

March 30, 2017

To the Honorable Chairman and Members of the School Board
and the Citizens of the County of Roanoke, Virginia:

We are pleased to present for your consideration our proposed Annual Budget for fiscal year 2017-2018 for Roanoke County Public Schools (the School System). Included in this document and incorporated into the budget is the Capital Improvement Plan (CIP) for 2018-2027, which was presented to you on January 12, 2017.

The School System provides a broad spectrum of general, special, gifted, career and technical educational and extracurricular programs for approximately 14,100 students (including pre-kindergarten) between the ages of 3 and 21 at sixteen elementary schools, five middle schools, five high schools, and one specialty center. The budget process is critically important for allocating sufficient resources for the continuation of first-class educational programs offered in the School System.

The proposed 2017-2018 general fund budget reflects growth of 1.6% over last year's approved budget and is funded with two primary revenue streams as follows:

- State aid reflects revenues based on aid for education released by the Virginia Department of Education and is calculated based on Average Daily Membership (ADM). The ADM for the 2017-2018 budget is projected to be 13,700 as compared to 13,950 in the current year budget. This is a significant decrease in budgeted enrollment but reflects current year enrollment declines after an atypical year of enrollment gains in 2015-2016. It is important to note that the General Assembly funding for a 2% teacher salary increase was funded for only 38% of the year (equivalent to a 0.76% teacher raise). Overall, state aid is projected to increase to $75.2 million, an increase of $1.7 million, primarily as a result of lottery funding allocated to public education.
- Local aid is based on a revenue sharing agreement with the County Board of Supervisors which allocates local property taxes based on changes in population and ADM. Local aid is projected to increase to $68.1 million, an increase of $258,839. All general fund revenues are expected to increase by $2.3 million in total.

This has been an especially difficult budget process with prioritized budget requests far exceeding available funding. The following School Board priorities are included in the 2017-2018 school budget, as presented:

1. Fund mandatory increases in Virginia Retirement System premiums ($1.4 million).
2. Provide a 1-step salary increase for employees (average cost of one step is $1.5 million) to maintain the integrity of the compensation plan implemented in the current year.
3. Add special education teachers ($0.9 million) and instructional assistants ($0.2 million) to address maximum caseload requirements.
4. Subsidize a portion of group health and dental premium increases, while incentivizing wellness and high deductible employee options ($0.3 million).
5. Extend the one-to-one laptop program to the 6th grade in lieu of replacing middle school

computer labs at a higher cost and optimize the use of state grant funding for technology (funded with grant, student fees, and self-insurance reserves).

The annual school budget is the financial outline of the division's education program. It presents a proposed plan of expenditures and the expected means of financing those expenditures. After adoption, it provides the primary means of managing expenditures. The superintendent prepares, with the approval of the School Board, and submits to the appropriating body, an estimate of the amount of money needed during the next fiscal year for the operation of the public schools of the school division. The estimate sets the amount of money needed for each major classification prescribed by the Board of Education, the cost centers used for daily management of the budget, and such other headings or items as may be necessary.

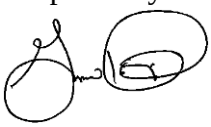
The School Board is required to submit an adopted budget to the County Board of Supervisors by April 1 of each year for the fiscal year beginning July 1. The County adopts the School System budget on an annual basis at the fund level. As such, the School Board must seek approval from the County Board of Supervisors to transfer funds from one fund to another.

Budgets are built on the best information available at the time and reflect reasonable estimates based on past experience and current knowledge. The School Board Emergency Reserve was designed to address shortfalls in revenue collections and/or unanticipated significant expenditure increases after the budget is adopted. The balance in the Emergency Reserve is currently at $2,000,000 and is available should either of these situations result in a deficit in 2017-2018.

The budget document following this letter outlines in greater detail the many components of the School System budget. This document has been enhanced to reflect the new financial and reporting system implemented in July 2016. In addition, financial schedules have been added to communicate further levels of detail to board members, employees, and citizens.

As with all budgets, the funding is not endless. However, the School Board has made systematic and methodical choices to fund quality programs and staff within the constraints of available funding and essential budget needs. We want to commend the School Board and Board of Supervisors for their strong leadership and enduring commitment to providing a high quality education to the students of Roanoke County Public Schools. It has indeed been a team effort to balance available funding with needs and expectations. We would also like to thank all district employees for their commitment and dedication to providing quality learning experiences and a supportive learning environment for our students, and to the many parents and other citizens of Roanoke County who volunteer their time and expertise to help make our schools a safe and caring place.

Respectfully submitted,





Gregory N. Killough, Ed. D.
Superintendent

Penny A. Hodge, CPA, SFO
Assistant Superintendent of Finance & Operations

Roanoke County Public Schools

(A Component Unit of the County of Roanoke, Virginia)

Executive Summary
Fiscal Year 2017-2018


Balance
School Climate
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Roanoke County Public Schools
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This executive summary presents an abridged version of critical information contained in the Annual Budget 2017-2018. It is "liftable," and as such presents the budget in a stand-alone manner that can easily be pulled out without further explanation.

ORGANIZATIONAL SECTION

The following is a high-level summary of information contained in the Organizational Section of the Annual Budget.

MISSION STATEMENT AND OBJECTIVES

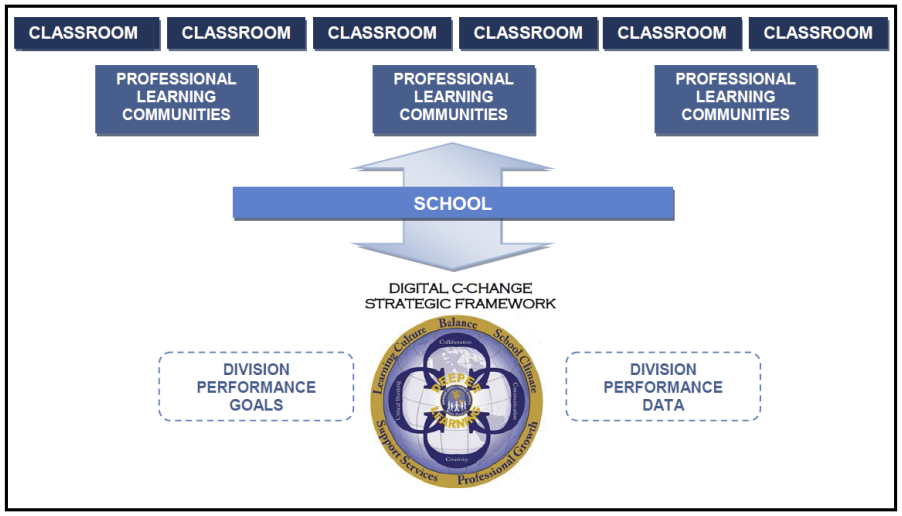
Empowering all students through technology and 21st Century Skills: Critical Thinking; Collaboration; Creativity; Communication.

Roanoke County Public Schools seek to educate each student to:

1. become competent in the fundamental academic skills as demonstrated in the Standards of Learning;
2. be qualified for further education and employment;
3. participate as a responsible citizen;
4. develop a positive and realistic self-image and develop ethical standards of behavior;
5. exhibit a responsibility for the enhancement of beauty and the environment;
6. practice sound habits of personal health; and
7. progress on the basis of achievement.

STRATEGIC PLANNING PROCESS & DIGITAL C-CHANGE FRAMEWORK

The Digital C-Change Strategic Framework serves as the primary focus for school growth and student achievement within the RCPS Comprehensive Plan. The following graphic and accompanying explanation describe the interconnectivity among the school division, schools, and classrooms within this model. The vehicle for implementation of the model within the schools is the RCPS Strategic Planning Process.



The Digital C-Change Strategic Framework is effective and meaningful in promoting consistent, sustained improvement only to the extent that it leads to change in schools, cohorts of teachers and staff, and individual classrooms. RCPS believes that reform relies on the work done individually and collaboratively by teachers, staff, and leaders in each school to put into practice the ideals of the Digital C-Change Strategic Framework through goals adopted at the school and classroom level. Individual teachers and staff understand the nature of 21st century classrooms and accept responsibility for the professional growth needed to make it happen. Teachers and staff then join together within professional learning communities[1] (PLC) to develop common goals and plans and mutually support their implementation within the PLC. The collective work of teachers within PLCs serves as the primary conduit of change implementation required by the overall School Strategic Plan which is developed through the continuous assessment of needs within the school in alignment with the Digital C-Change Strategic Framework. The Strategic Planning Process represents the cycle of continuous improvement expected at each school and is an internal and external means of accountability to stakeholders, including accountability within the Roanoke County Strategic Planning process.

School divisions and local schools are required by the Code of Virginia to adopt comprehensive, long-range plans for continuous growth and improvement. The Comprehensive Plan and its various components described within that document are designed to meet the state requirement. A full copy can be obtained on our website at:

http://www.rcs.k12.va.us/files/_AcCEs_/3d370af58dc595013745a49013852ec4/compplan2014.pdf

Allocation of Human and Financial Resources To Achieve Goals and Objectives

Specific Department Strategic goals are as follows along with a summary of the human and financial resources that have either been spent or will be spent in support of the overall strategic goals of the School Division.

Department Strategic Plan: Instruction

Goal 1: Students will attain a high level of knowledge and skills as assessed by multiple measures of achievement that reflect a balance between SOL and performance-based formats.

Goal 2: RCPS students in grades K-12 will progressively develop the skills needed to be college and career ready upon graduation.

Goal 3: RCPS students and staff will demonstrate effective 21st century skills (communication, collaboration, creativity and critical thinking) to achieve learning and instructional goals.

All schools in the districted are fully accredited, which is an indicator of student achievement. In addition, a Curriculum, Instruction, and Assessment (CIA) team was established to focus on a comprehensive review and revision of the K-12 curriculum and its implementation through instructional and assessment programs. The work is a long-term, joint effort of the Instructional Mission Team. The team includes teacher representatives from 27 schools, teacher representatives

[1] See DuFour and Fullan (2013) to learn more about the importance of PLCs and how to use them to change and sustain school learning culture.

from professional organizations, principal representation from each school level, parents, curriculum and content specialists, and directors. During 2015-2016 the CIA accomplished the following.

- Elements to be included in "Profile of a Graduate"
- Balance in the assessment program
- Curricular alignment to the Digital C-Change Strategic Framework and the Profile of a Graduate



Due to the nature of pulling resources from all of the instructional departments, schools, and other resources, the cost cannot be easily quantified.

Department Strategic Plan: Administration

Goal 1: RCPS will maintain a safe, disciplined and Healthy Environment that nurtures physical and mental well-being of students and staff.

Goal 2: Review, develop, and implement policies and administrative procedures to provide guidance and consistent support for instruction.

In today's society, an important factor in nurturing the educational needs of each students is to ensure a healthy, safe environment. Per State regulations, the School System has created a Safety/Crisis plan for each school. In addition, the Roanoke County Police Department and Fire Department provided crisis management training this summer. The costs of preparing these plans and training is not easily quantifiable at this time.

Department Strategic Plan: Finance

Goal 1: RCPS will develop financial policies, promote and model good stewardship in financial matters, and prepare financial reports that reflect the financial plans and position of the school division using best practices and compliance with generally accepted accounting procedures and applicable legal regulations.

Goal 2: RCPS will balance providing appealing and nutritious daily meal choices to students and staff and the operation of a financially self-supporting school nutrition program that complies with state and federal school lunch regulations.

Roanoke County Public Schools is subject to an annual audit by an independent audit firm. Final audit results are published in the Comprehensive Annual Financial Report. In addition, the Finance Department also produces an Annual Budget Book. These publications provide transparency for and are used by stakeholders to understand the funding for the School System. The cost of the required annual audit is approximately $50,000.

The Nutrition program prepares quality, nutritious breakfasts and lunches for all students, which helps to fuel them for success in the classroom. The program is subject to strict Federal and State regulations regarding what may be served. The program spends approximately 46% of its total budget on the cost of food and food supplies. In an effort to sustain the program next year,

approximately $178,000 is budgeted to replace equipment and another $100,000 is budgeted to purchase new equipment.

Department Strategic Plan: Human Resources

Goal 1: By September 2015, the HR department will recruit and hire highly qualified employees to meet the academic needs of PK-12 students.

Goal 2: By September 2016, the HR department will retain and develop engaged employees who will meet the academic needs of PK-12 students.

The largest investment of the School System is in its staff, which accounts for 83% of the general fund budget for 2017-2018. As such, during the past year the School system filled 90% of open positions with fully licensed new hires. The cost of this requirement is not easily identifiable.

Department Strategic Plan: Operations

Goal 1: RCPS will perform preventative maintenance on HVAC systems to insure reliability, maintain our BACnet controls system, and analyze our annual utility consumption for efficiency in order to maintain a physical environment conducive to learning.

Goal 2: RCPS will consolidate bus stops to reduce fuel consumption, explore alternate fuel sources for our buses, and improve on-time performance of bus arrivals.

During fiscal year 2017-2018, the School Board allocated $1,000,000 to a Capital Maintenance plan to fund annual building maintenance projects in order to extend the useful lives of the infrastructure, which includes 27 schools, a garage, maintenance department, warehouse, and central office.

The School Board entered into a pilot program during fiscal year 2017-2018 to incorporate 10 propane fuel buses into the fleet. During the same time, bus stops were reviewed and revised to improve efficiency. In addition, the School Board has a fuel contract to lock in current year fuel rates for the next year. This technique is designed to stabilize the fuel budget. With these proactive measures, savings from 2014-2015 to 2015-2016 was approximately $100,000.

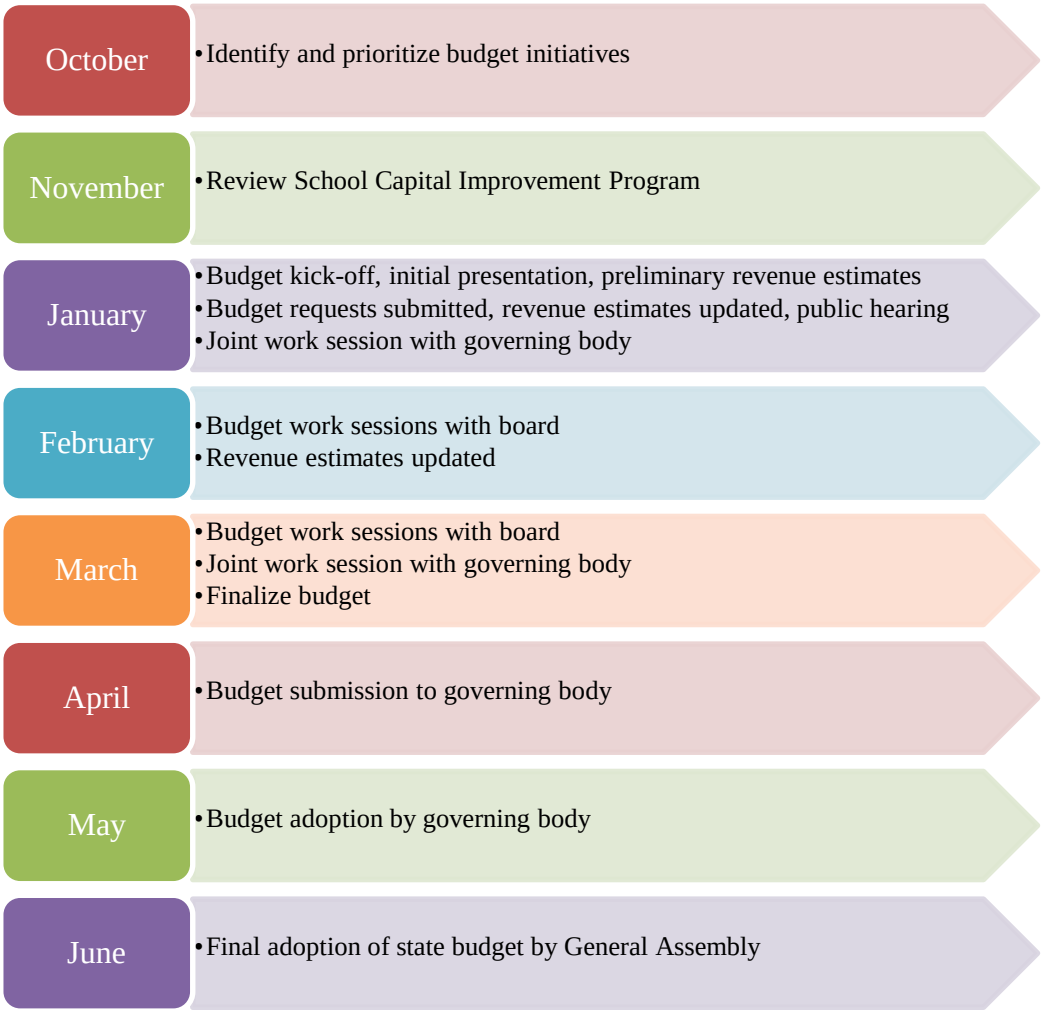
BUDGET PROCESS AND TIMELINE

The *Code of Virginia* requires that school divisions must prepare annual budgets. The annual school budget is the financial outline of the division's education program. It presents a proposed plan of expenditures and the expected means of financing those expenditures. After adoption, it provides the primary means of managing expenditures. The Superintendent prepares, with the approval of the School Board, and submits to the appropriating body, an estimate of the amount of money needed during the next fiscal year for the support of the public schools of the school division. The estimate sets up the amount of money needed for each major classification prescribed by the Board of Education and such other headings or items as may be necessary.

The School System budget cycle is divided into a five-step process that includes planning, preparation, adoption, implementation, and evaluation. The process is driven by two objectives: to develop a budget that will provide every child in the school system with the best possible educational opportunities and to optimize the use of available resources. Within this framework,

the School Board attempts to balance the educational needs of students with the resources available to the school system from local, state, and federal sources.

Although budget management and administration is a year-long process, the following timeline depicts the typical process for planning the next year's budget.



SIGNIFICANT CHANGES IN THE CURRENT YEAR PROCESS AND SCHOOL BOARD POLICIES

The School Board and the Roanoke County Board of Supervisors have adopted financial policies governing the treatment of year end balances for the School System. As a result of sound budget and frugal management practices, the School System has historically ended each fiscal year with both excess revenues and under-spent expenditure budgets. The policy provides for the allocation of 33% of the year-end balance to Minor Capital Reserves and 67% to Major Capital Reserves.

The full school board policy manual may be found online at:
https://www.boarddocs.com/vsba/roecnty/Board.nsf/goto?open&id=86DGEC6692D6

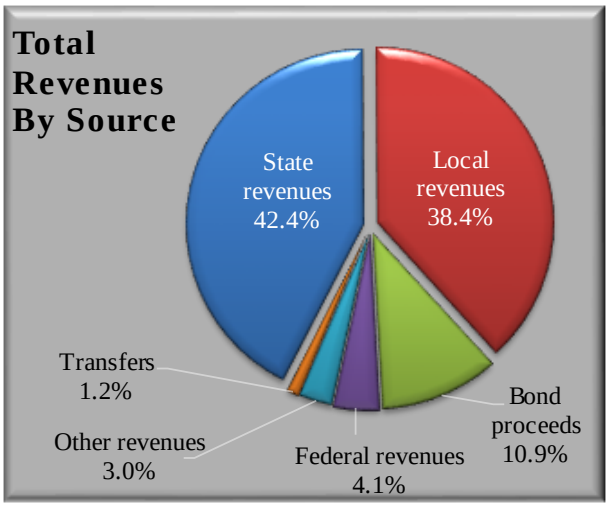
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FINANCIAL SECTION

The following is a high-level summary of information contained in the financial section of the Annual Budget.

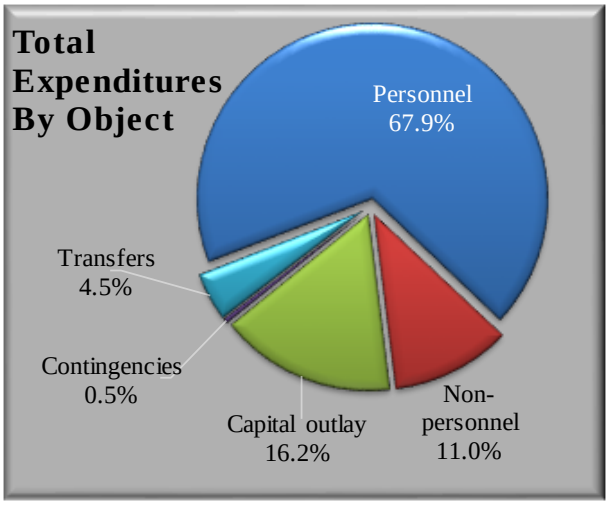
SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS

Revenues are classified based on source.



- State revenues, the largest source, include a share of the state-wide sales tax collections, funding of the Standards of Quality by the Virginia General Assembly, and state grants.
- Local revenues include the County appropriation based on a revenue sharing formula with the County.
- Bond proceeds include the amount that the County has agreed will be issued in the coming year to fund the renovation of Cave Spring High School.
- Federal revenues are primarily from the Carl Perkins Act, Medicaid and federal education grants.
- Other revenue includes the remaining local revenues, the majority of which are for the sale of food. Other items include interest income, tuition for summer school, preschool, non-residents, online classes, and miscellaneous rebates and refunds.
- Transfers are amounts provided to support different funds. Planned transfers include support provided by the Laptop Fund and the Health Insurance Reserve to the General Fund and provided by the General Fund to the Instructional Resource Fund, Bus Fund and Minor Capital Fund.

Expenditures are classified based on object.



- Personnel is the largest cost of the school division due to the number of teachers and other staff needed to keep programs small and productive.
- Non-personnel include all other costs that are not included in any of the other categories.
- Capital outlay is mostly related to the renovation of Cave Spring High School.
- Contingencies are set aside for possible mid-year grants and to true up grant estimates to the actual awards.

- Transfers include amounts that transfer between school funds and transfer from the School System to the County for future capital projects and for debt service payments.

BUDGET COMPARISONS BY FUND

The School System budgets seven funds, of which three are considered operating funds. The General Fund, the Instructional Resources Fund, and the Bus Fund collapse for financial reporting purposes. The remaining four funds include the Grant Fund, the Capital Project Fund, the Nutrition Fund, and the Laptop Fund. A summary of the revenues and expenditure budgets for each fund follows.

The **General Fund** is the primary operating fund used to account for all financial resources except those required to be accounted for in another fund. The following changes in budget are of significance in the General Fund:

- State SOQ funding declined for fiscal year 2017-2018, however, the General Assembly increased the Supplemental Lottery per Pupil amount from $224.43 to $274.12, which resulted in a $1.9 million increase. The funds were designated to be used as needed for recurring or non-recurring purposes.
- The transfer from the County is based on a revenue-sharing formula, changed in 2015 for the 2015-2016 budget. The increase of $258,839 in the revenue is directly related to revenue increases in the local tax base.
- Other revenue increased slightly due to a $50,000 increase in the grant contingency, a $43,475 increase in laptop fees related to the expansion of the one-to-one laptop program to the 6th grade, and a $20,000 increase in the estimated tuition.
- Transfers from the Internal Service Fund include a $203,960 transfer from the Laptop Fund Reserves to partially fund the Technology Plan and a $286,385 transfer from the Health Insurance fund to partially offset the rising costs of the insurance premiums this year.
- Personnel costs increased by $2.5 million. The budget includes a 1-step salary increase for contracted positions and an increase in the VRS retirement expenditures.

General Fund	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
State revenues	$ 73,556,758	$ 75,214,950	$ 1,658,192	$ 76,718,798	$ 78,252,724	$ 79,817,328
Local revenues	67,839,376	68,098,215	258,839	68,098,215	68,098,215	68,098,215
Federal revenues	634,807	374,998	(259,809)	367,498	360,148	352,946
Other revenues	1,109,542	1,248,468	138,926	1,248,468	1,248,468	1,248,468
Transfers	-	490,345	490,345	286,385	286,385	286,385
Total revenues	$ 143,140,483	$ 145,426,976	$ 2,286,493	$ 146,719,364	$ 148,245,940	$ 149,803,342
Personnel	$ 118,767,372	$ 121,259,411	$ 2,492,039	$ 123,078,287	$ 124,924,438	$ 126,798,307
Non-personnel	14,743,522	15,201,207	457,685	15,201,207	15,201,207	15,201,207
Capital outlay	967,837	466,639	(501,198)	466,639	466,639	466,639
Contingencies	210,000	235,000	25,000	235,000	235,000	235,000
Transfers	8,451,752	8,264,719	(187,033)	8,264,719	8,264,719	8,264,719
Total expenditures	$ 143,140,483	$ 145,426,976	$ 2,286,493	$ 147,245,852	$ 149,092,003	$ 150,965,872

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The **Instructional Resources Fund** is a separate operating fund that accounts for the funding of textbooks and other electronic resources for the classroom. The change from prior year's budget is due to a reduction in state funding. This reduction was absorbed by contracted resources and personnel lapse remaining from the prior year.



Instructional Resources Fund	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
State revenues	$ 982,106	$ 964,506	$ (17,600)	$ 983,796	$ 1,003,472	$ 1,023,541
Other revenues	7,500	7,000	(500)	7,000	7,000	7,000
Transfers	120,146	120,146	-	120,146	120,146	120,146
Total revenues	$ 1,109,752	$ 1,091,652	$ (18,100)	$ 1,110,942	$ 1,130,618	$ 1,150,687
Personnel	$ 107,154	$ 102,368	$ (4,786)	$ 103,898	$ 105,458	$ 107,042
Non-personnel	1,002,598	989,284	(13,314)	989,284	989,284	989,284
Total expenditures	$ 1,109,752	$ 1,091,652	$ (18,100)	$ 1,093,182	$ 1,094,742	$ 1,096,326



The **Bus Fund** is a separate operating fund that accounts for the funding of school bus purchases and replacements. The change from prior year's budget is due to the prior year one-time transfer of fuel savings from the General Fund. In addition, interest, which has not been budgeted in the past is included in the budget. The difference between budgeted revenues and expenditures in the next fiscal year will be covered by the carryover fund balance.

Bus Fund	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
Other revenues	$ -	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Transfers	783,219	533,219	(250,000)	633,219	733,219	833,219
Total revenues	$ 783,219	$ 543,219	$ (240,000)	$ 643,219	$ 743,219	$ 843,219
Capital outlay	$ 783,219	$ 876,893	$ 93,674	$ 1,068,386	$ 933,509	$ 861,687
Total expenditures	$ 783,219	$ 876,893	$ 93,674	$ 1,068,386	$ 933,509	$ 861,687

The **Grant Fund** is a special revenue fund used to account for proceeds of specific grants that are restricted to expenditures for specific purposes. The following changes in budget are of significance in the Grant Fund:

- State revenues increased for the Preschool Initiative, Early Reading Initiative, and Special Education in Regional Jail in order to provide additional services for qualifying students in these programs.

- Federal revenues increased for Elementary and Secondary Education Act Title II Teacher Quality and Individuals with Disabilities Education Act Title VI-B grants: Flow-Through, Excellence in Co-Teaching, Parent Resource Center, and Champions Together.
- An increase was made to the grant contingency for increases in existing grants or unexpected grants awarded during the year.

Grant Fund	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
State revenues	$ 1,746,155	$ 1,807,442	$ 61,287	$ 1,807,442	$ 1,807,442	$ 1,807,442
Federal revenues	4,676,697	4,809,223	132,526	4,809,223	4,809,223	4,809,223
Other revenues	351,000	401,000	50,000	401,000	401,000	401,000
Total revenues	$ 6,773,852	$ 7,017,665	$ 243,813	$ 7,017,665	$ 7,017,665	$ 7,017,665
Personnel	$ 3,296,922	$ 4,422,548	$ 1,125,626	$ 4,422,548	$ 4,422,548	$ 4,422,548
Non-personnel	558,298	1,444,117	885,819	1,444,117	1,444,117	1,444,117
Capital outlay	726,000	726,000	-	726,000	726,000	726,000
Contingencies	2,192,632	425,000	(1,767,632)	425,000	425,000	425,000
Total expenditures	$ 6,773,852	$ 7,017,665	$ 243,813	$ 7,017,665	$ 7,017,665	$ 7,017,665

The **Capital Projects Fund** is used to account for financial resources used for the acquisition or construction of major capital facilities, other than those financed by the General Fund. This fund includes the Capital Improvement Plan (CIP) and the Capital Maintenance Plan (CMP) in addition to other minor capital projects.



The School System is planning a $20 million bond issue to partially fund the renovation of Cave Spring High School.

Capital Projects Fund	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
Local revenues	$ 25,000	$ 25,000	$ -	$ 25,000	$ 25,000	$ 25,000
Bond proceeds	-	20,000,000	20,000,000	10,000,000	-	10,000,000
Other revenues	220,670	270,670	50,000	270,670	270,670	270,670
Transfers	1,030,000	3,690,624	2,660,624	1,375,000	1,375,000	2,796,904
Total revenues	$ 1,275,670	$ 23,986,294	$ 22,710,624	$ 11,670,670	$ 1,670,670	$ 13,092,574
CIP	$ 5,000	$ 27,050,000	$ 27,045,000	$ 10,350,000	$ 350,000	$ 12,879,955
CMP	1,000,000	1,000,000	-	1,000,000	1,000,000	1,000,000
Other Projects	120,670	232,750	112,080	120,670	120,670	120,670
Contingencies	150,000	200,000	50,000	200,000	200,000	200,000
Total expenditures	$ 1,275,670	$ 28,482,750	$ 27,207,080	$ 11,670,670	$ 1,670,670	$ 14,200,625

Roanoke County Public Schools
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Executive Summary



The **Nutrition Fund** is a special revenue fund used to account for activities of the nutrition program. The goal is for this fund to be self-sufficient. The change from prior year's budget is due to a slight increase in the estimated State aid based on ADM. In addition, a shifting of resources from materials to personnel will allow the fund to provide the 1-step increase (1.5%) to the cafeteria workers to be consistent with the rest of the school district staff.

Nutrition Fund	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
State revenues	$ 102,110	$ 109,434	$ 7,324	$ 111,623	$ 113,855	$ 116,132
Federal revenues	2,442,000	2,442,000	-	2,399,160	2,357,177	2,316,033
Other revenues	3,527,770	3,527,770	-	3,527,770	3,527,770	3,527,770
Total revenues	$ 6,071,880	$ 6,079,204	$ 7,324	$ 6,038,553	$ 5,998,802	$ 5,959,935
Personnel	$ 2,614,406	$ 2,750,816	$ 136,410	$ 2,792,077	$ 2,833,951	$ 2,876,457
Non-personnel	2,991,997	3,000,329	8,332	3,000,329	3,000,329	3,000,329
Capital outlay	440,477	303,059	(137,418)	303,059	303,059	303,059
Contingencies	25,000	25,000	-	25,000	25,000	25,000
Total expenditures	$ 6,071,880	$ 6,079,204	$ 7,324	$ 6,120,465	$ 6,162,339	$ 6,204,845

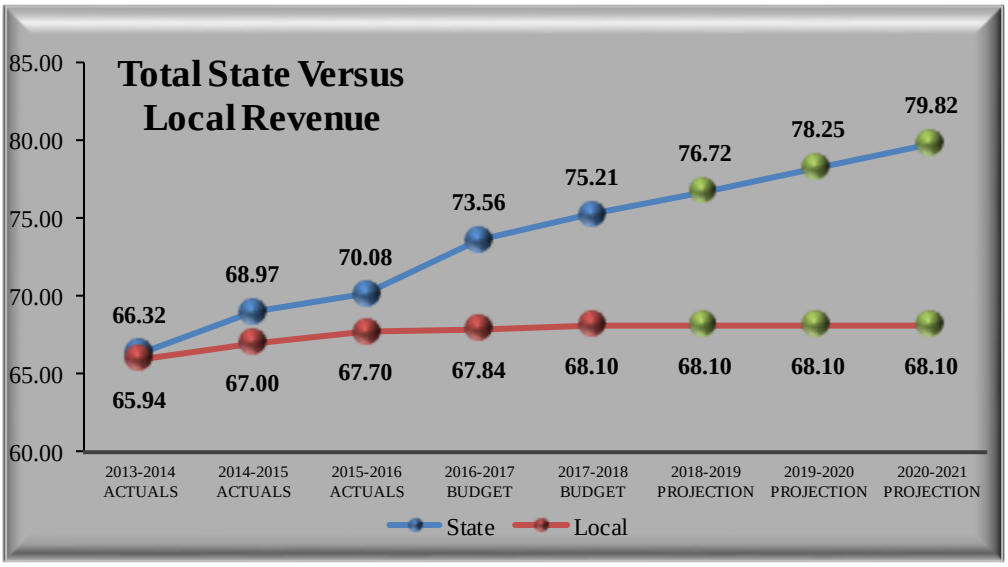
The **Laptop Fund** is an internal service fund used to account for the repair and replacement of laptop computers under the Technology Initiative program implemented by the School System. The change from prior year's budget is due to the sale of laptops that have reached the end of their useful life to a recycling company. In addition, $203,960 of reserves will be transferred to the General Fund to support the Technology Plan.



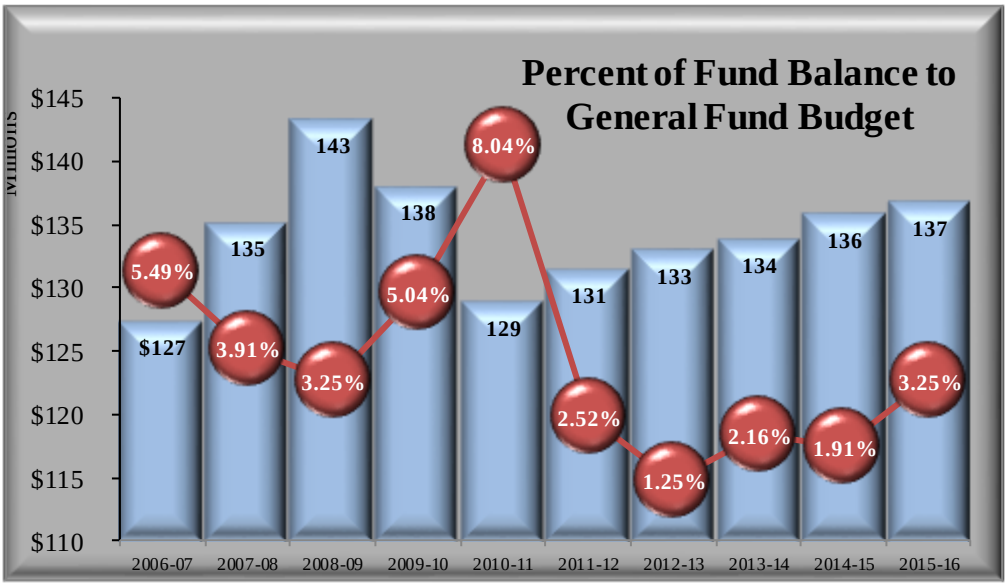
Laptop Fund	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
Other revenues	$ 100,000	$ 153,780	$ 53,780	$ 100,000	$ 100,000	$ 100,000
Total revenues	$ 100,000	$ 153,780	$ 53,780	$ 100,000	$ 100,000	$ 100,000
Personnel	$ 21,530	$ 21,530	$ -	$ 21,853	$ 22,180	$ 22,513
Non-personnel	78,470	132,250	53,780	132,250	132,250	132,250
Transfers	-	203,960	203,960	-	-	-
Total expenditures	$ 100,000	$ 357,740	$ 257,740	$ 154,103	$ 154,430	$ 154,763

SIGNIFICANT TRENDS

The majority of the School System funding is derived from the State and the County. Below is the trend analysis for the years included in the budget, along with three additional years.



Another significant trend reflected in the graph below is the percent of fund balance (excluding the emergency contingency fund) as compared to the operating budget for the year.



SIGNIFICANT FINANCIAL AND DEMOGRAPHIC CHANGES

A significant change for the budget year 2017-2018 was the implementation of a new financial system as of July 1, 2016. The chart of accounts was restructured from a two-field account string to a ten-field string of financial dimensions. In addition, the implementation included project functionality with the ability to track multi-year projects and grants.

INFORMATIONAL SECTION

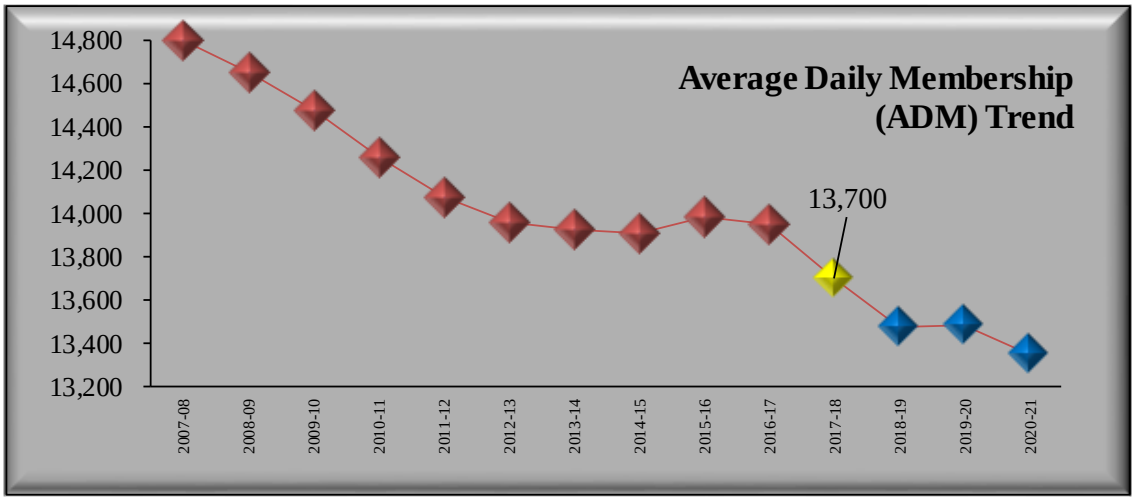
BUDGET PROJECTIONS

Projections for the following three years have been included throughout this budget. State revenues are projected based on a 2% growth, while federal revenues are projected on a 2% decline, and all other revenues are level-funded. Grant Fund revenues are level-funded. Projections of revenue sources are subject to change each year based on legislative actions at the State and federal levels, local government revenue collections, and current economic conditions.

Personnel expenditures are projected based on 1.5% increase, which would equate to a 1-step increase for contracted employees. This projection maintains the integrity of the salary scales and allows the School System to remain competitive for quality teachers and other staff. All other expenditures are level-funded, with the exception of the Bus Fund and the Capital Projects Fund, which incorporate the Bus Replacement Schedule, CIP, and CMP for the next three years.

STUDENT ENROLLMENT

Student enrollment projections are a major consideration when developing the School Board budget as approximately 50% of the revenues are calculated based on enrollment. Enrollment is also significant because it drives the number of instructional and support staff needed to provide educational and support services to students. A trend analysis from 2007-2008 through the forecasted year 2020-2021 follows.



*The yellow diamond represents the current year budgeted ADM and the blue diamonds represent forecasted ADM.

In the past, four methods were used to project ADM: DOE estimates, grade progression, current ADM, and trend analysis. During 2015-2016, a Demographic study was conducted to forecast enrollment by school and grade for the next 10 years. The Demographer used many statistics outside the toolbox available to the School System to impact the extrapolation of historical trends into the future. The forecasted years are based on the percent change for each year from the demographic studies as applied against the current year's budgeted ADM.

STUDENT-TEACHER RATIO

Smaller class sizes are a goal of the School Board and although they have increased in recent years, they remain at the lower end of acceptable ranges. This chart shows the average number of students per teacher over the past 10 years.

Grade	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Elementary Schools										
KG	17	17	19	18	20	20	19	19	19	18
1	18	17	19	20	21	20	20	20	19	19
2	18	18	20	20	20	21	20	20	20	20
3	18	18	19	20	21	21	21	21	20	20
4	19	18	20	21	22	21	21	21	20	20
5	20	19	20	21	22	22	21	21	21	22
Middle Schools										
6	21	20	23	23	23	23	23	23	21	21
7	21	21	23	23	23	23	23	23	21	21
8	21	21	23	23	23	23	23	23	20	20
High Schools										
9	21	21	22	22	22	22	22	23	20	20
10	21	21	22	22	22	22	22	23	20	20
11	21	21	22	22	22	22	22	23	21	21
12	21	21	22	22	22	22	22	23	21	21

PERSONNEL RESOURCE CHANGES

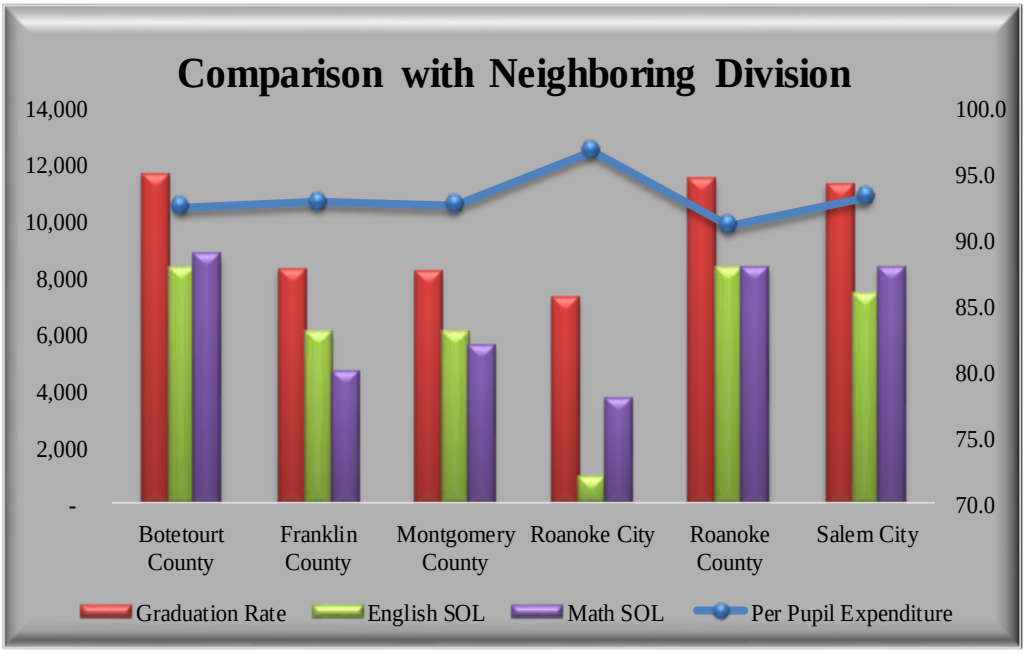
As part of the annual budget process, requests for additional staffing are evaluated for funding. Positions being vacated due to retirement or normal attrition are being filled on a limited basis and have resulted in the reduction of approximately 203 positions in the last eight years. Staffing levels were a priority for the School Board this year, resulting in the replacement of certain positions reduced in previous years, including classroom instructional assistants. In addition, hourly employees serving as bus aides and nutrition workers were converted to part-time contracts in 2016-2017.

	Actual 2016-17	Proposed 2017-18	Change
Board Member	5	5	0
Administrator	15	15	0
Principal	27	27	0
Assistant Principal	26	26	0
Teachers	1,188	1,208	20
Instructional Assistants	315	326	11
Secretary	67	65	(2)
Specialists	11	11	0
Attendance & Health	46	42	(4)
Transportation	215	219	4
Maintenance	95	99	4
Technology	39	35	(4)
School Nutrition	146	151	5
Total	2,194	2,228	34

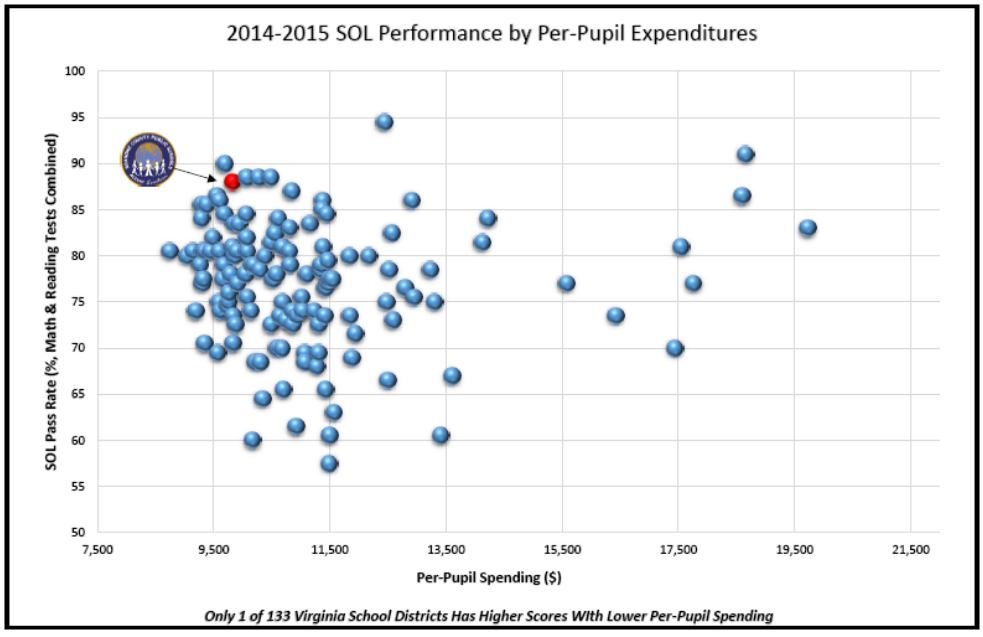
The School Board identified, based on DOE regulations, additional Special Education teaching and support staff are required. This resulted in an increase of 15 Teachers and 6 Instructional Assistants for the Special Education program.

PER PUPIL EXPENDITURE

Below is a ranked comparison of per pupil expenditures for school divisions in the Roanoke region as compared to ranking of pass rates for graduation, English SOL, and Math SOL scores. All data presented is for fiscal year 2015 (latest year data is available). As depicted by the charts, Roanoke County Schools was ranked lowest in per pupil spending and ranked 2nd in Math SOL scores, 1st in English SOL scores, and 2nd in graduation rates.



Below is a summary of the School Systems Per-Pupil Spending as compared to total SOL performance. This chart compares all schools in Virginia and shows that there is only one school district with higher student performance and lower per pupil spending.



AWARDS, RECOGNITIONS, AND ACCOMPLISHMENTS

Green Valley Elementary School won the National Blue Ribbon Award in September 2016. The National Blue Ribbon Schools award affirms the hard work of students, educators, families, and communities in creating safe and welcoming schools where students master challenging content. The National Blue Ribbon Schools flag gracing a school's building is a widely recognized symbol of exemplary teaching and learning. National Blue Ribbon Schools are an inspiration and a model for schools striving for excellence.

Glenvar, Hidden Valley, Northside, and William Byrd Middle Schools are designated as Schools to Watch for 2016. In order to achieve this exceptional middle-level school recognition a school must embody the intersection of academic excellence, developmental responsiveness, social equity, and organizational structure.

Lindsay Murray, a 4th grade teacher at **W.E. Cundiff Elementary School** was presented with the prestigious Milken Educator Award on December 8, 2016. The Milken Educator Awards provide public recognition and individual financial rewards of $25,000 to elementary and secondary school teachers, principals and specialists from around the country who are furthering excellence in education. Recipients are heralded in early to mid-career for what they have achieved and for the promise of what they will accomplish.

Roanoke County Public Schools has received a platinum certification in the 2016 Virginia School Boards Association's (VSBA) Green Schools Challenge, a friendly competition designed to encourage implementation of specific environmental policies and practical actions that reduce the carbon emissions generated by both the local school division and the broader community. This is the seventh year the awards were given out.

Roanoke County Public Schools had a strong year in terms of SOL performance. The school division was one of a minority of school districts in the state that has all of its schools fully accredited for the 2016-2017 school year based on 2015-2016 results. Furthermore, the School System exceeded the state average on 28 of 29 SOL tests and significantly increased overall performance in Algebra II, a key indicator of college readiness. The system excels in all areas, but the district's mathematics and reading performance at the middle school level is a particular highlight. The district's Math 7 results were the second highest result in the state (out of 132 school divisions).

Roanoke County Public Schools
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Executive Summary

The Roanoke County Public School's comprehensive annual financial report (CAFR) for the year ended June 30, 2016, from which some information in this publication has been drawn, was awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada (GFOA). The Certificate of Achievement is the highest form of recognition for the excellence in state and local government financial reporting. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements. A Certificate of Achievement is valid for a period of one year only. This was the 16th consecutive year that the School System has received this prestigious national award.

In addition, the Association of School Business Officials International (ASBO) awarded a Certificate of Excellence in Financial Reporting to the School System for its CAFR for the fiscal year ended June 30, 2016. The Certificate of Excellence program is similar to the GFOA Certificate of Achievement program and is an international award recognizing excellence in the preparation and issuance of school system financial reports. This was the 16th consecutive year that the School System has received this prestigious national award.

REQUESTS FOR INFORMATION

This budget document is designed to provide our citizens, taxpayers, and other stakeholders with a general overview of the School System's budget and to demonstrate the School System's accountability for the money it receives. Questions concerning this report or requests for additional financial information should be directed to

Penny A. Hodge, CPA, SFO
Assistant Superintendent of Finance and Operations
Roanoke County Public Schools
5937 Cove Road
Roanoke, Virginia 24019

(540) 562-3900

Or visit the School System's web site at www.rcs.k12.va.us.



Roanoke County Public Schools
Annual Budget 2017-2018
School Board



Mr. Timothy D. Greenway
Chairman
Vinton District



Mr. Jason B. Moretz
Vice-Chairman
Windsor Hills District



Mr. Donald T. Butzer
Catawba District



Mr. Jerry L. Canada
Hollins District



Mr. Michael A. Wray
Cave Spring District

Clerk to the Board.....Mrs. Angela B. Roberson

Roanoke County Public Schools
Annual Budget 2017-2018
School Administration

Dr. Greg Killough began his tenure as Superintendent of Roanoke County Public Schools on July 1, 2015. He is a native of Blacksburg, Virginia, and holds a Bachelor's degree from Virginia Tech, a Master's degree in Supervision and Human Development and an Educational Specialist Degree in Administration and Supervision from George Washington University, and a Doctorate in Education Administration and Supervision from the University of Virginia. Dr. Killough believes that education is a partnership between the schools, the parents, and the community.

Dr. Killough reorganized the School System in an effort to streamline administrative functions, provide an opportunity for leadership professional learning communities, and actively implement the Digital C-Change (collaboration, communication, creativity, and critical thinking) among school leaders.

In this effort, two management teams emerged, the Instructional Mission Team and the Operations Mission Team, composed of leadership staff as follows:

INSTRUCTIONAL MISSION TEAM

Dr. Rebecca G. Eastwood
Assistant Superintendent of Human Resources and Instruction

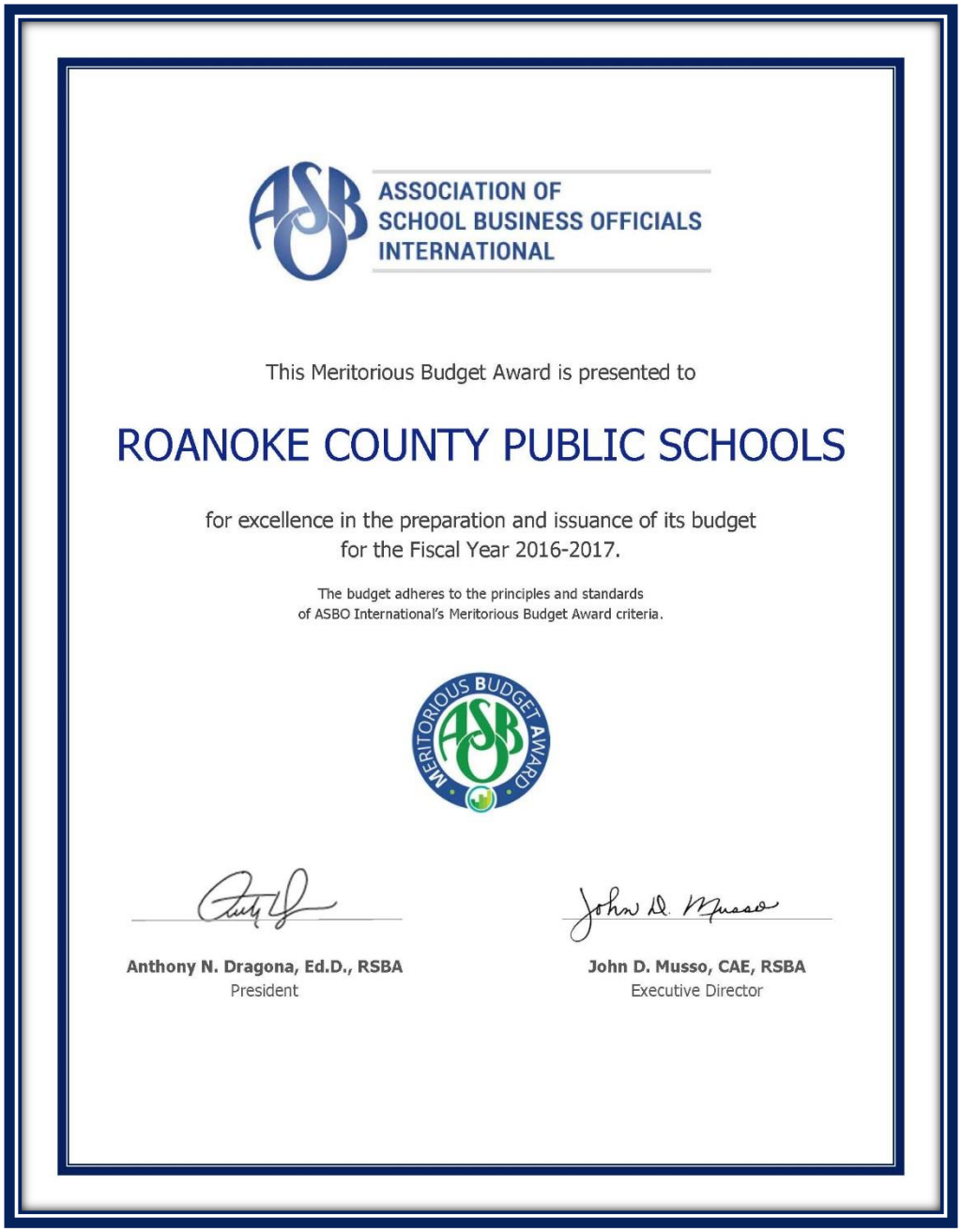
Director of Secondary Instruction.....Mrs. Rhonda W. Stegall
Director of Elementary Instruction ..... Dr. Linda F. Wright
Director of Testing.....Mr. Ben J. Williams
Director of Career and Technical Education ..... Mr. Jason D. Suhr
Director of Special Education.....Dr. Jessica M. McClung
Director of Administration.....Dr. Kenneth E. Nicely
Director of Human Resources..... Mr. James R. Bradshaw
Community Relations Specialist.....Mr. Chuck D. Lionberger

OPERATIONS MISSION TEAM

Mrs. Penny A. Hodge, CPA, SFO
Assistant Superintendent of Finance and Operations

Director of Facilities and Operations..... Mr. George G. Assaid
Director of Finance ..... Mrs. Susan L. Peterson, CPA, MA
Supervisor of Nutrition .....Mrs. Rhonda R. Huffman
Chief Information Officer.....Mr. Jeff A. Terry
Supervisor of Transportation ..... Mr. Michael W. Stovall

Roanoke County Public Schools
Annual Budget 2017-2018
ASBO Meritorious Budget Award



The Association of School Business Officials International (ASBO) awarded the Meritorious Budget Award (MBA) to Roanoke County Public Schools for its Annual Budget for the 11th consecutive year for the 2016-2017 fiscal year. This nationally recognized program was established by ASBO to promote excellence in school budget presentation. The award is the highest recognition for school division budget operations offered by ASBO, and it is only conferred upon school systems that have met or exceeded the standards of the program. Participation in the MBA program validates the School System's commitment to budget and fiscal integrity and enhances the credibility of the School System's operations with the School Board and the community.


Balance
Learning Culture
School Climate
Support Services
Professional Growth
Citizenship
Communication
Collaboration
Critical Thinking
Creativity
DEEPER LEARNING

ORGANIZATIONAL

SECTION



BCAT Motorsports Engine Building Team
National Champions
Hot Rodders of Tomorrow Engine Challenge


Balance
Learning Culture
School Climate
Support Services
Professional Growth
Citizenship
Communication
Collaboration
Critical Thinking
Creativity
DEEPER LEARNING

BACKGROUND INFORMATION

FISCAL DEPENDENCE

Roanoke County Public Schools (School System) was established in 1870 to provide educational opportunities to the residents of the County of Roanoke, Virginia (County). The School System is a fiscally dependent school division pursuant to State law. As a fiscally dependent school division without taxing authority, assessed and market value of taxable property and tax rates do not apply nor does the school system maintain a debt service fund. State law prohibits the school system from entering into debt that extends beyond the fiscal year without the approval of the local governing body.

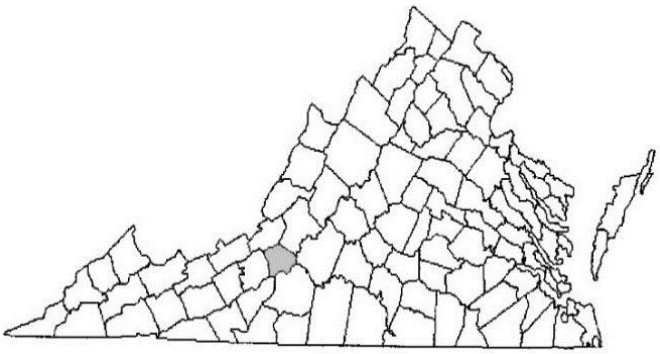
Because of this fiscal dependency, the School System is a component unit of the County. Approximately 47% of the School System's general fund support derives from the local appropriation of the County. In addition, the County prepares and administers a budget for school related debt service.

LEVEL OF EDUCATION

In addition to the standard Diploma, the School System also offers an Advanced Studies Diploma, an Applied Studies Diploma for students with disabilities who complete the requirements of their Individualized Education Program, a General Achievement Adult High School Diploma for individuals who are at least 18 years of age and not enrolled in public school or not otherwise meeting the compulsory school attendance requirements set forth in the Code of Virginia, and a General Educational Development Certificate.

GEOGRAPHIC AREA SERVED

The School System is the 19th largest of 134 school systems in the Commonwealth of Virginia. The County of Roanoke is located in the southwestern part of the State and is the suburban hub of the Roanoke Valley with a provisional population of 93,924 and a Metropolitan Statistical Area (MSA) population of approximately 310,000[2]. Located in the largest urban area west of Richmond, the School System is one of the largest employers in the Roanoke Valley.

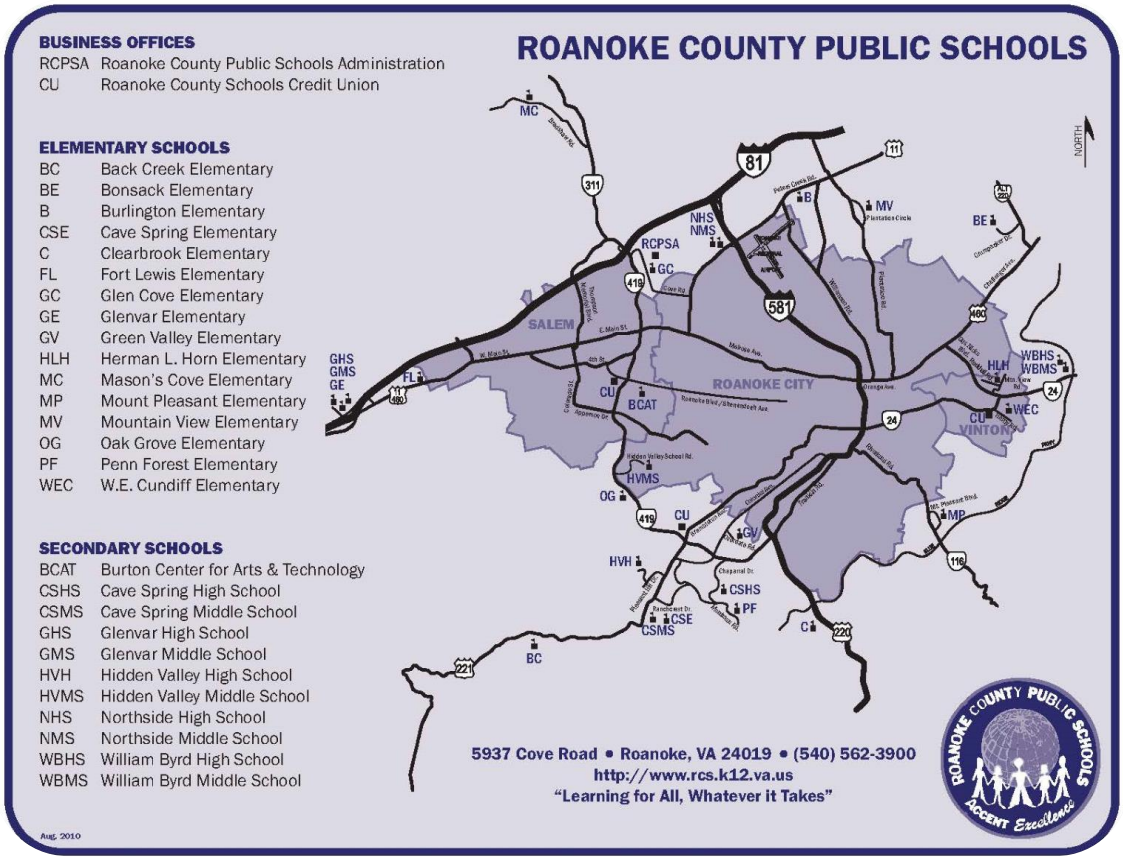


STUDENTS AND CAMPUSES

The School System provides a broad spectrum of general, special, gifted, career and technical education opportunities for approximately 14,100 students (including pre-kindergarten) between the ages of 3 and 21 at sixteen elementary schools, five middle schools, five high schools, and one specialty center.

[2] Population source: VA Stats, Weldon Cooper Center, Charlottesville, VA

Below is a map of all school building locations throughout the county.



GOVERNANCE

The Constitution of the Commonwealth of Virginia provides that the General Assembly establish a system of free public elementary and secondary schools for all children of school age throughout the state, and seek to ensure that an educational program of high quality is established and continually maintained. The General Assembly has required that such an educational system be maintained and administered by the State Board of Education, the Superintendent of Public Instruction, division superintendents and school boards.

The supervision of schools in each school division shall be vested in a school board selected in accordance with the applicable provisions of the Code of Virginia. The School Board is a corporate body whose official title shall be the Roanoke County School Board. The members of the School Board are elected by the citizens of their magisterial district to serve four-year terms.

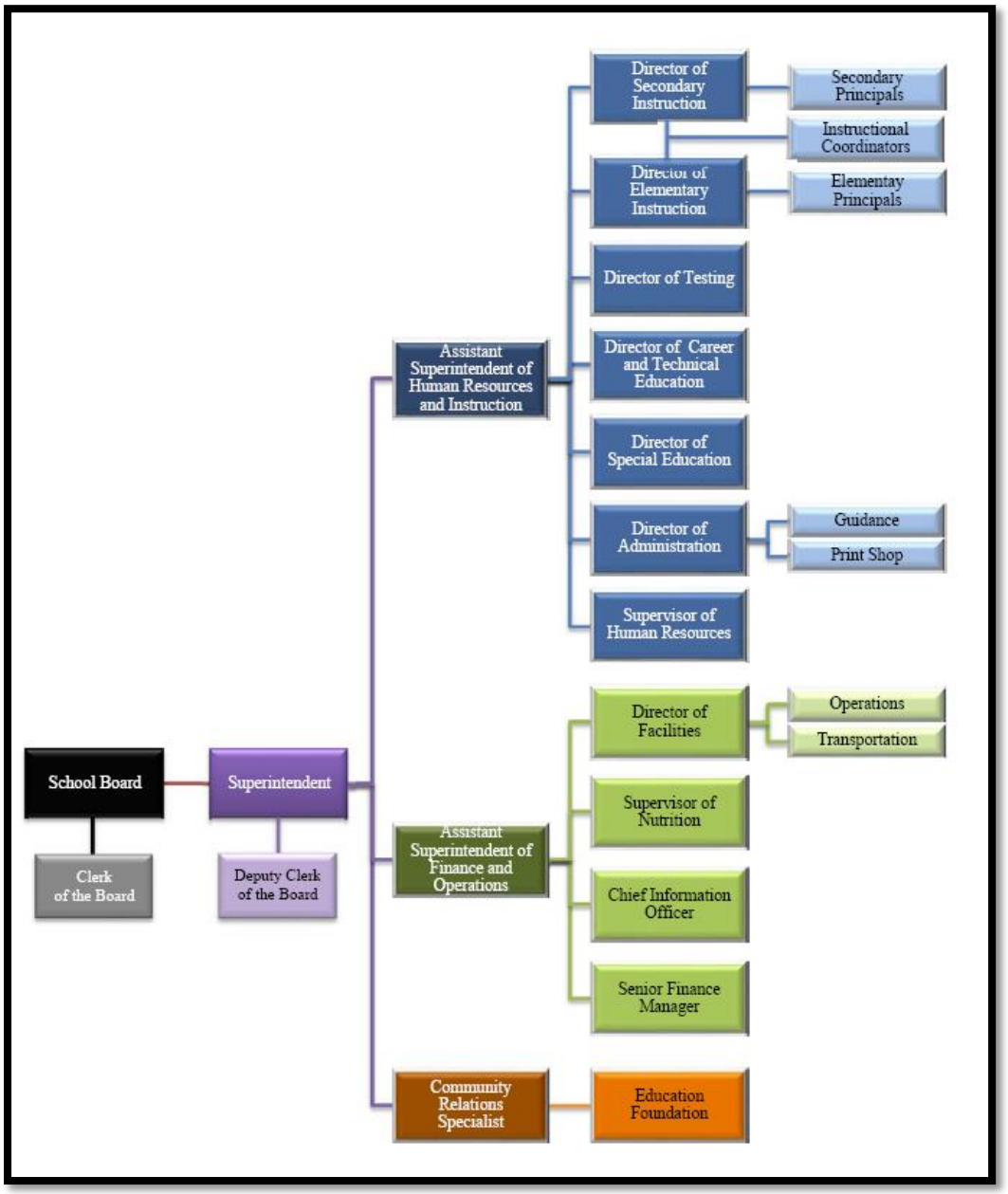
The School Board is responsible for setting the educational policies of the School System and employs a superintendent to implement the School Board's policies. The School Board generally meets on the second and fourth Thursday of each month at 7:00 pm. Refer to the School Board website at http://www.rcs.k12.va.us for more information on the School Board meetings.

Roanoke County Public Schools
Annual Budget 2017-2018
Organizational Section

The School Board is comprised of the following individuals:

Mr. Timothy D. Greenway, Chairman ..... Vinton District
Mr. Jason B. Moretz, Vice Chairman ..... Winsor Hills District
Mr. Donald T. Butzer ..... Catawba District
Mr. Jerry L. Canada ..... Hollins District
Mr. Michael A. Wray ..... Cave Spring District

Below is a copy of the Organization Structure.



MISSION AND GOALS

MISSION STATEMENT

Empowering all students through technology and 21st Century Skills: Critical Thinking; Collaboration; Creativity; Communication

OBJECTIVES

Public Schools in Roanoke County seek to educate each student to

1. become competent in the fundamental academic skills as demonstrated in the Standards of Learning;
2. be qualified for further education and employment;
3. participate as a responsible citizen;
4. develop a positive and realistic self-image and develop ethical standards of behavior;
5. exhibit a responsibility for the enhancement of beauty and the environment;
6. practice sound habits of personal health; and
7. progress on the basis of achievement.

STRATEGIC PLANNING PROCESS

At the school level, the School Strategic Plan serves as the required blueprint for long-range continuous improvement. The School Strategic Plan and the district Comprehensive Plan, however, also serve a second purpose. The continuous cycle of study, implementation, and evaluation of these plans provide evidence to our stakeholders and outside accrediting agencies of our purposeful planning, data-based decision making, and accountability for student achievement and organizational effectiveness. This process of internal and external accountability is known as the RCPS Strategic Planning Process.

Although the School Strategic Plan for each school aligns with the overall goals of the school division as articulated by the Digital C-Change Strategic Framework, the RCPS Strategic Planning Process is designed to allow for a degree of differentiation among the 27 schools within the School System. Since evidence collected at each school is likely to reveal strengths and concerns particular to that school, each school's strategic plan goals should reflect priority areas for growth to be addressed by the plan until sustainability is reached in the priority area or new evidence suggests the need to change priorities.

The integrity and credibility of the RCPS Strategic Planning Process is maintained internally at each school though shared responsibility for the evidence-based identification of priorities, the development and implementation of action plans, the evaluation of progress, and ongoing revisions to the plan. The RCPS Strategic Planning Process is guided by engaged school leaders, but is only effective in realizing growth to the extent that stakeholders are meaningfully involved and the focus of change remains on individual classrooms within learning communities of professionals working collaboratively. The strategic plan for each school is more than a document that is created and only reviewed every three years, it provides much of the day-to-day, purposeful focus for identified areas of growth. As such, the School Strategic Plan goals should be reviewed and revised at least annually based on evidence collected as measures of ongoing progress.

The integrity and credibility of the RCPS Strategic Planning Process is also maintained though a review process that is external to each school. Each year, school leadership works with a liaison from central administration to review the planning and implementation process that the school has followed during the school year, as well as progress the school has made toward achievement of the chosen goals. The role of the liaison is to serve as a catalyst for reflection and a resource for suggestions and support. In the third year of the school improvement cycle, the principal of the school schedules dates for a visit from a review team that is external to the school, comprised of a principal and staff member from designated schools as well as the central administration liaison. The purpose of the visit is to allow the visiting team to meet with school leadership and stakeholder representatives to review the school's data, goals, and improvement process. Empirical and anecdotal evidence of progress toward meeting the chosen goals should be presented along with plans for future direction. The review team is especially interested in observing a clear alignment of school goals with the Digital C-Change Framework, what data were used to identify priorities, how the staff was organized to implement the School Strategic Plan, and how the School Strategic Plan resulted in change within individual classrooms to produce student achievement. The review team provides feedback, including commendations and recommendations for strengthening the school continuous improvement process.

DEEPER LEARNING

DEEPER LEARNING is at the heart of the Strategic Framework.

- Deeper learning is learning that is engaging and purposeful.
- Deeper learning includes content knowledge as well as the development of 21st century skills: Collaboration, Communication, Creativity, and Critical thinking.
- Deeper learning is student-centered, personalized, and differentiated to meet the individual needs of students.
- Deeper learning is produced through the purposeful use of a variety of instructional strategies. Strategies that engage students in authentic problem solving (e.g. inquiry-based learning, project-based learning, and design challenges) should be a regular part of the instructional mix.
- Deeper learning produces innovative students who are college and career ready.
- Deeper learning is catalyzed when technology is used to activate the 21st Century skills C's.



COMPONENTS AND CONDITIONS NEEDED TO SUSTAIN DEEPER LEARNING

The components and conditions needed to sustain a deeper level of learning are summarized below.

Balance

- ✓ The school community strives for an instructional balance between preparing students for standardized tests and developing 21st century skills that are equally crucial to their future success.
- ✓ A variety of assessments is used to measure student achievement; including rubrics, performance-based assessments, and traditional assessments such as Standards of Learning tests.
- ✓ The curriculum provides for a whole-child approach to learning across a variety of disciplines.

School and Classroom Climate

- ✓ The school community cultivates a physically, emotionally, and intellectually safe environment in which students experience a sense of belonging.
- ✓ Schools are positive, welcoming communities built on a foundation of mutual respect and social equity.
- ✓ Students exhibit a high standard of citizenship in both face-to-face and online interactions.
- ✓ Students and staff exhibit collaboration and communication skills that contribute to a positive school climate.

Professional Growth

- ✓ Professional growth is developed through active participation of each staff member within a professional learning community.
- ✓ Division and school leaders commit to staff professional growth through planning, funding, and program evaluation.
- ✓ Multiple delivery modes and differentiation are employed to meet individual needs of staff.
- ✓ Professional development incorporates job-embedded approaches such as instructional coaching and professional learning communities.
- ✓ School and division professional development priorities are aligned with the teaching and learning goals of the division.
- ✓ Building for teaching capacity involves a personal commitment to a deep understanding and demonstration of content knowledge, best practice pedagogy, and skill with engaging use of technology.
- ✓ Professional development builds staff capacity to meet current as well as future challenges.

Support Tools and Services

- ✓ School facilities and operations support environments in which children thrive.
- ✓ Staff exercises ethical and transparent stewardship of public funds and resources.
- ✓ Technology services support the instructional program and business functions of the school system.

Learning Culture

- ✓ Leadership is team-oriented and visionary.
- ✓ Student and school success are celebrated.

- ✓ Resilience toward problem solving is fostered by viewing failure as a learning opportunity.
- ✓ Collaboration through communities of learning is a primary conduit for skill growth for students and adults.
- ✓ Adults exhibit a positive attitude and optimistic expectations regarding student potential.
- ✓ Intellectual curiosity is modeled by adults and cultivated in students.
- ✓ Opportunities are created for continuous learning.
- ✓ Adults and students practice evidence-based decision making.
- ✓ Adults and students are accountable to themselves and the learning community for their contribution to student achievement.

THE DIGITAL C-CHANGE STRATEGIC FRAMEWORK

The Digital C-Change Strategic Framework identifies specific outcomes associated with the learning focus articulated by the Vision and Mission statements. These outcomes describe the types of deeper learning experiences that should be readily evident in every classroom, in every school within the school division. Every student deserves the opportunity to learn from educators who are committed to preparing, planning, creating, implementing, and evaluating for these outcomes. The Digital C-Change Strategic Framework also articulates five essential components and conditions that must be nurtured and developed in order for the outcomes to become reality in each classroom: Balance, School and Classroom Climate, Professional Growth, Support Tools and Services, and Learning Culture.

The Digital C-Change Strategic Framework is effective and meaningful in promoting consistent, sustained improvement only to the extent that it leads to change in schools, cohorts of teachers and staff, and individual classrooms. The School Division believes that reform relies on the work done individually and collaboratively by teachers, staff, and leaders in each school to put into practice the ideals of the Digital C-Change Strategic Framework through goals adopted at the school and classroom level. Individual teachers and staff understand the nature of 21st century classrooms and accept responsibility for the professional growth needed to make it happen. Teachers and staff then join together within professional learning communities (PLC) to develop common goals and plans and mutually support their implementation within the PLC. The collective work of teachers within PLCs serves as the primary conduit of change implementation required by the overall School Strategic Plan which is developed through the continuous assessment of needs within the school in alignment with the Digital C-Change Strategic Framework. The Strategic Planning Process represents the cycle of continuous improvement expected at each school and is an internal and external means of accountability to stakeholders, including accountability within the Roanoke County Strategic Planning process.

The School Division is a system of individual schools and central departments aligned to a common vision and mission. Just as individual schools are accountable to stakeholders for continuous improvement, so, too, is the School Division accountable to stakeholders as a school division. Each RCPS department develops standards of excellence and short-term goals in support of the learning focus of the school division and the individual schools. These standards and goals include every aspect of the operation of the school system including instruction, nutrition, human resources, facilities, technology, student services, administration, and finance. Performance goals and evidence of achievement are reported regularly to the School Board, the Virginia Department

of Education, and other accrediting agencies, and are made public to RCPS stakeholders through various media.

Department Strategic Plan: Instruction

Goal 1: Students will attain a high level of knowledge and skills as assessed by multiple measures of achievement that reflect a balance between SOL and performance-based formats.

Goal 2: RCPS students in grades K-12 will progressively develop the skills needed to be college and career ready upon graduation.

Goal 3: RCPS students and staff will demonstrate effective 21st century skills (communication, collaboration, creativity and critical thinking) to achieve learning and instructional goals.

Department Strategic Plan: Administration

Goal 1: RCPS will maintain a safe, disciplined and Healthy Environment that nurtures physical and mental well-being of students and staff.

Goal 2: Review, develop, and implement policies and administrative procedures to provide guidance and consistent support for instruction.

Department Strategic Plan: Finance

Goal 1: RCPS will develop financial policies, promote and model good stewardship in financial matters, and prepare financial reports that reflect the financial plans and position of the school division using best practices and compliance with generally accepted accounting procedures and applicable legal regulations.

Goal 2: RCPS will balance providing appealing and nutritious daily meal choices to students and staff and the operation of a financially self-supporting school nutrition program that complies with state and federal school lunch regulations.

Department Strategic Plan: Human Resources

Goal 1: By September 2015, the HR department will recruit and hire highly qualified employees to meet the academic needs of PK-12 students.

Goal 2: By September 2016, the HR department will retain and develop engaged employees who will meet the academic needs of PK-12 students.

Department Strategic Plan: Operations

Goal 1: RCPS will perform preventative maintenance on HVAC systems to insure reliability, maintain our BACnet controls system, and analyze our annual utility consumption for efficiency in order to maintain a physical environment conducive to learning.

Goal 2: RCPS will consolidate bus stops to reduce fuel consumption, explore alternate fuel sources for our buses, and improve on-time performance of bus arrivals.

KEY FACTORS THAT AFFECTED THE CURRENT YEAR BUDGET DEVELOPMENT

The annual budget is designed to support the major goals and objectives of the School System including preparing each student to become a productive citizen in a democratic and diverse society by implementing instructional practices and programs that will prepare students to achieve success in their future.

The success of the students rests on the School System providing the best supports possible to teachers and other staff including recruiting and retaining highly qualified teachers, smaller class sizes, and appropriate training opportunities for continuous improvement. The school system also strives to maintain a safe and healthy learning environment that nurtures mental, physical, and emotional growth through the use of security equipment, communication systems, and building design. Lastly, a strong educational program is dependent upon a sound, financial support system.

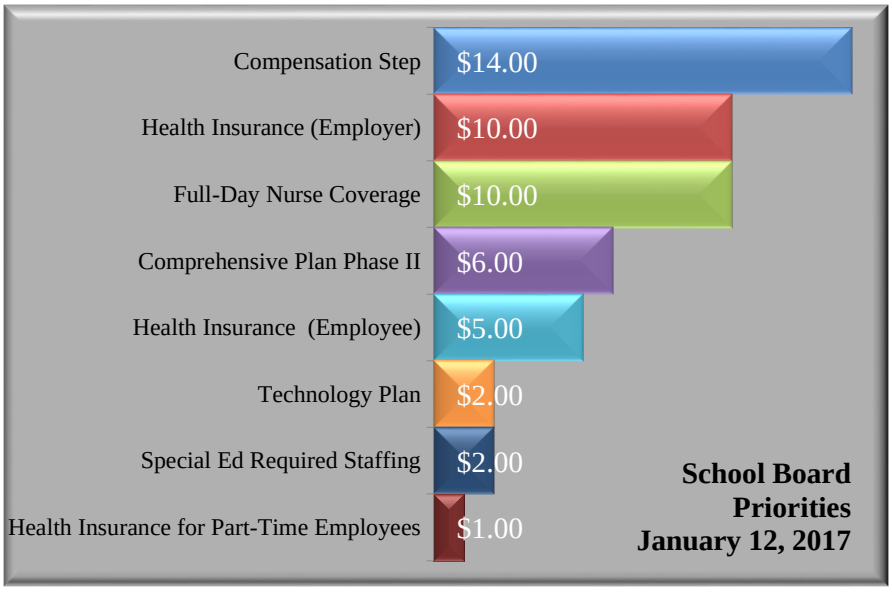
The School System works to provide accurate and professional financial information for board members, staff, and the community for making informed budgetary decisions, planning for future school division needs, assessing past financial performance, and optimizing the sharing of information.

The budget process for the 2017-2018 budget started early in the fiscal year much like the previous budget cycles. Challenging times in our economy necessitate ongoing assessments of federal, state, and local funding along with frequent revenue re-forecasts to compare budgeted revenues with actual and expected collections.

Board Priorities

Four of the five members of the school board have been in their position for two or fewer years and each member brings his own innovative leadership philosophies to the policy setting body. One activity that helps them ascertain their mutual beliefs is to participate in a goal setting activity near the beginning of the budgeting process.

During the school board work session on January 12, 2017, the board members ranked spending priorities. They were instructed to allocate $10 based on their individual priorities. The combined spending priorities for all five board members are shown in this chart.

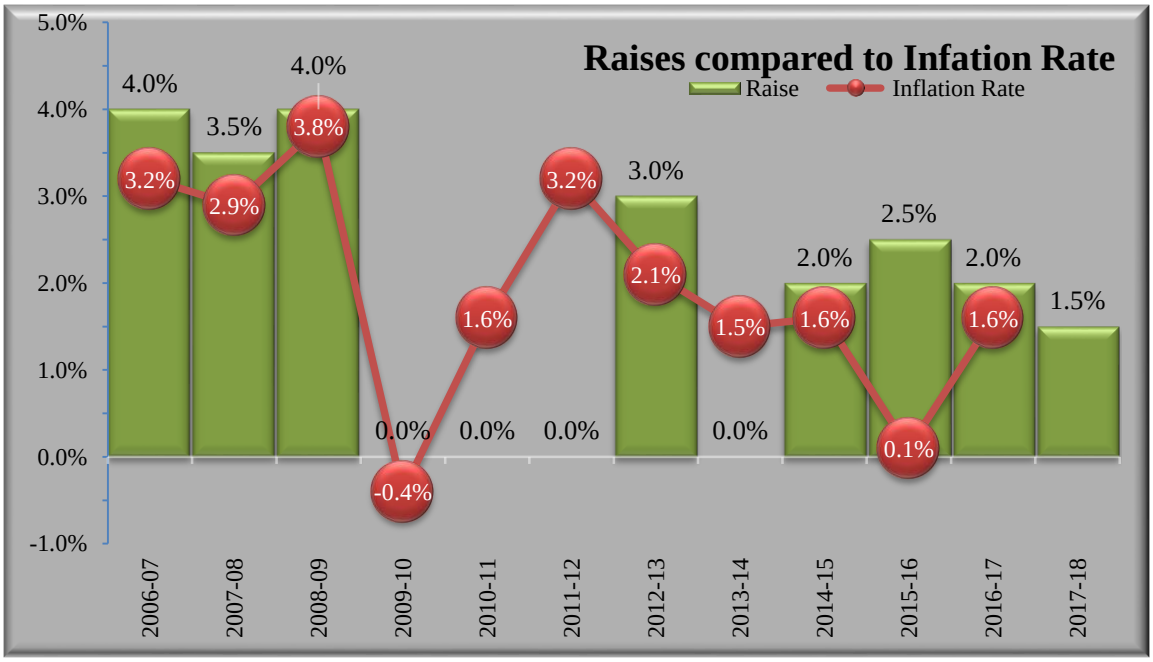


Compensation

Student achievement depends largely upon staffing highly qualified teachers in each and every classroom in the school system. As such, the allocation of human and financial resources within this budget is primarily directed to employee salaries and benefits. Education is a labor intensive operation and offering a competitive compensation package for employees remains a priority.

In recent years, the School Board has focused on preserving jobs rather than salary increases and consequently the salary scales remained frozen in FY10, FY11, FY12 and FY14. As noted in the previous graph, the School Board's top priority is employee compensation. They have committed approximately $1.5 million of new money to provide a 1-step increase for employees (approximately 1.5%).

The following graph depicts employee raises as compared to the inflation rate since fiscal year 2006-2007.



It is evident from the graph above that employee compensation suffered due to tight budgets. Since all pay plans were frozen for several years, the pay scale became compressed leading to inequities. In 2015-2016, the School System hired Evergreen Solutions, LLC to conduct a comprehensive Compensation Study to identify internal and external inequities.

In the 2016-2017 budget, the School Board addressed internal and external inequities identified in the study and committed approximately $4.77 million of the budget to restructure the comprehensive pay plan and bring all employees to a competitive pay rate. In the 2017-2018 budget, the School Board set aside $1.5 million to ensure the new pay plan remains intact and thus competitive with neighboring school divisions. Employees on the pay plan will receive a 1-step increase in pay. The existing pay plan will not change and no steps will be added in 2017-2018.

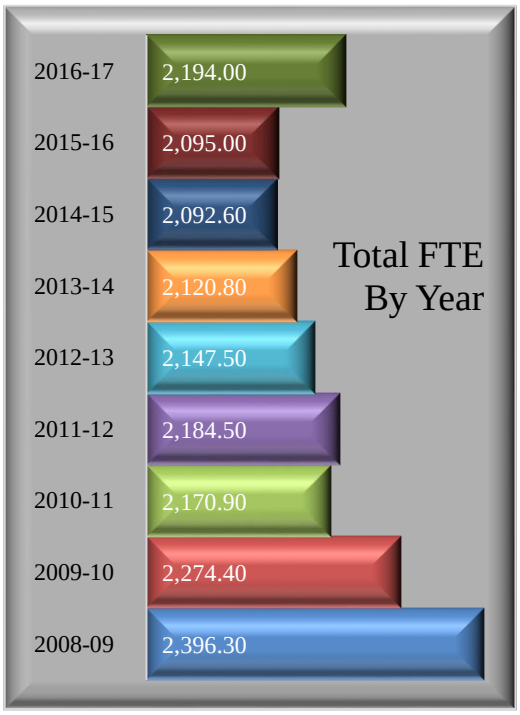
Health Insurance

The School System established a self-insured health insurance program on July 1, 1990. Monthly contributions are paid into the Internal Service Fund from both the school budget and school employees. These contributions are based upon estimates from the claims processor that should cover administrative expenses, stop loss insurance premiums, and medical claims. Interfund premiums are based upon the employees within each fund enrolled in the plan. An excess coverage insurance policy covers each individual's pooled claims in excess of $200,000. During 2016, the prescription program was carved out of the self-insurance health program and bid separately to maximize cost savings.

Between 2008-2009 and 2013-2014, the employee's share of the health insurance premiums remained level while health care costs steadily rose. This was an intentional budget decision to partially offset the effects of not having funds to provide raises during difficult budget years.

During the 2013-2014 budget year, the School System offered a consumer-driven high-deductible plan with a Health Reimbursement Account (KeyCare 1000 plan). The KeyCare 1000 plan was offered at lower rates than the Keycare 200 plan. The premiums on the KeyCare 200 plan have been steadily increased to incentivize employees to choose the KeyCare 1000 plan in an effort to contain medical claims expenses in the school budget.

During the 2017-2018 budget year, the School System faces a 12.6% rise in premiums, which represents an increase in health care costs of $1.1 million. The School Board recognizes that the long term effects on future employee retirement of funding health insurance benefits over compensation is negative. In addition, the School Board determined that School System employee rates are significantly lower than neighboring school divisions. The School Board's focus is on providing a compensation increase for all employees. As such, the decision was made to restructure the health insurance benefits by increasing the employee share and using $286,385 in health insurance reserves to partially offset the premium increases.



Staffing

The School System is and has always been committed to avoiding employee layoffs even during constrained budget years. This is a challenge since the majority of the school budget is tied to employee salaries and benefits and is not easily reduced during volatile economic times.

As such, in most of these years, positions were allowed to lapse without being refilled in order to reduce expenditures. This attrition has led to a reduction of 203 employees from fiscal year 2008-2009 to fiscal year 2016-2017. The graph shows the change in the number of full-time equivalent positions (FTE).

The 2017-2018 budget includes additional special education teaching and support staff based on DOE regulations related to caseloads. Approximately $329,600 of new funds and $738,000 from reallocating salary lapse is included in this budget.

Technology

Technology in Roanoke County Schools is a significant investment and is integrated into every grade, school, program, and department. Due to the obsolescence factor implicit with technology in general, the significant reliance on access to reliable technology resources, and the integration of technology into the instructional curriculum, the school district is heavily reliant and dependent on stable, high-speed, and high-performing equipment. Not only is this evident in the classrooms daily and testing windows periodically, but other critical operating systems including the security swipe system, visitor background check system, surveillance camera system, energy management system, student transportation system, and many more are dependent upon the district technology infrastructure on a daily basis. The Annual Budget includes $1,469,370 for technology infrastructure identified for replacement in 2017-2018.

The School Board has been methodically expanding the one-to-one laptop initiative to all middle school grades. The program included 8th grade in 2015-2016, 7th grade in 2016-2017, and now 6th grade in 2017-2018 The total cost of adding another grade is a lower-cost option than replacing middle school computer labs that were scheduled for replacement in 2017-2018.

Integrating daily use of laptops as students enter middle school serves to acclimate students with the electronic resources to be used throughout their academic career and beyond. The curriculum structure is being re-designed to ensure that students receive additional training on the appropriate and productive use of the laptops by all teachers.

Unfunded School Board Priorities

Due to the limited resources in the coming year, not all of the School Board priorities were able to be incorporated into the budget. The following Board priorities remain important and will be on the list of budget items to address in the 2018-2019 school budget: Full-day school nurse coverage and Compensation Study Phase II (including stipend and supplemental rates for additional duties associated with academics and athletics and substitute rates for teachers and instructional assistants).

SIGNIFICANT BUDGET AND FINANCIAL ITEMS

POLICIES

The following excerpts summarize the significant policies of the School System that guide budget and accounting functions.

§4.01 Management of Funds

The superintendent or superintendent's designee is responsible for administering the division budget in accordance with Board policies and applicable state and federal regulations, and laws. The superintendent or superintendent's designee uses appropriate fiscal planning and management methods, modeled after the best accepted business practices and directed toward the educational goals of the division.

If the appropriating body appropriates funds to the School Board by total expenditures, funds may be transferred by the School Board from one category to another. If funds are appropriated to the School Board by major classifications, no funds are expended by the School Board except in accordance with such classifications without the consent of the body appropriating the funds.

The superintendent may be authorized by the School Board to make line item transfers within a category

The school board manages and controls the funds made available to it for the public schools and incurs costs and expenses.

§4.02 Annual Budget

The annual school budget is the financial outline of the division's education program. It presents a proposed plan of expenditures and the expected means of financing those expenditures. After adoption, it provides the primary means of managing expenditures.

The fiscal year begins on the first day of July and ends on the thirtieth day of the following June.

The superintendent prepares, with the approval of the School Board, and submits to the appropriating body, an estimate of the amount of money needed during the next fiscal year for the support of the public schools of the school division. The estimate sets up the amount of money needed for each major classification prescribed by the Board of Education and such other headings or items as may be necessary.

The superintendent or superintendent's designee prepares a budget calendar identifying all deadlines for the annual budgetary process. The calendar includes at least one work session for reviewing the budget and at least one public hearing on the budget. Notice of the time and place for the public hearing is published at least ten days in advance, in a newspaper having general circulation within the school division.

Upon approval of the school division's budget by the appropriating body, the school division publishes the approved budget in line item form, including the estimated required local match, on its website and the document shall also be made available in hard copy as needed to citizens for inspection.

§4.04 Financial Accounting and Reporting

The superintendent or superintendent's designee is responsible for implementing a modern system of accounting for all school funds as established by the Board of Education and the Auditor of Public Accounts.

The Roanoke County School Board receives monthly statements of the funds available for school purposes.

At least once each year the School Board submits a report of all its expenditures to the appropriating body. Such report is also made available to the public on the school division website

and in hard copy in the finance department on a template prescribed by the Board of Education.

§4.26 School Capital Reserves

Background – The Roanoke County School Board recognizes one of the keys to sound financial management is the development of a systematic way to fund capital projects. In addition to the Policy for Use of Year End Balance, the School Board believes it is important to set up a funding stream and guidelines to fund some capital projects, or portions of capital projects, on a pay-as-you-go basis. The National Advisory Council on State and Local Budgeting (NACSLB) has issued guidelines representing standards of excellence in governmental budgeting that include the preparation of policies and plans for capital asset acquisition, maintenance, and replacement (Principle 2; Element 5; Practice 5.2). This policy addresses this standard.

Purpose – This policy will establish guidelines to set aside reserves to fund school capital projects.

Policy Guidelines for Major School Capital Reserve – The School Board hereby establishes a Major School Capital Reserve for the purpose of accumulating funds to pay-as-you-go for school capital projects identified in the School Capital Improvements Plan that is adopted by the School Board.

- Funds will be deposited into the Major School Capital Reserve from the following sources:
  - As specified in the Policy 4.27 Use of Year End Balance, two-thirds of the year-end balance will be allocated to the Major School Capital Reserve.
  - Up to one-third of the year-end balance will be allocated first to Minor School Capital Reserve, with any amount not allocated to Minor Capital reverting back to the Major School Capital Reserve.
  - Any additional funds that the School Board appropriates to the Major School Capital Reserve.

- Funds may be allocated from the Major School Capital Reserve for the following purposes:
  - Cash outlay for projects identified in the School Capital Improvements Plan adopted by the School Board,
  - Debt payment to expedite projects identified in the School Capital Improvements Plan adopted by the School Board,
  - Land purchase opportunities, even if they are not included in the School Capital Improvements Plan.

Policy Guidelines for Minor School Capital Reserve – The School Board hereby renames the School Capital Improvement Fund Unappropriated Balance as the Minor School Capital Reserve.

- Funds will be deposited into the Minor School Capital Reserve from the following sources:
  - As specified in Policy 4.27 Use of Year End Balance, one-third of the year end balance will be allocated to the Minor School Capital Reserve,
  - As specified in the Roanoke County Charter, the proceeds from the sale of land and fixed assets, unless specifically appropriated otherwise by the School Board, will

be deposited to the Minor School Capital Reserve,
- Any additional funds that the School Board appropriates to the Reserve.

- Funds may be allocated from the Minor School Capital Reserve for the following purposes:
  - Cash outlay for minor school capital projects. These are projects that are not normally in the School Capital Improvements Plan, and are usually less than $500,000,
  - Architectural and engineering services for all capital projects, whenever possible,
  - Other one-time expenditures,
  - Major school capital projects as identified in the School Capital Improvements Plan, adopted by the School Board.

§4.27 Use of Year End Balance in the School Operating Fund

Background – At the end of a fiscal year, unspent expenditure appropriations, and revenues in excess of budget, generally lapse and revert to a reserve or fund balance within the fund in which the appropriations originated. In some cases it is desirable to reappropriate a portion of these funds to allow for the completion of projects or purchases in process. The Board of Supervisors provides for these instances by including wording in the County Appropriation Ordinance that encompasses encumbrances, capital projects and school funds. The National Advisory Council on State and Local Budgeting (NACSLB) has issued guidelines representing standards of excellence in governmental budgeting that include the preparation of policies and plans for capital asset acquisition, maintenance, and replacement (Principle 2; Element 5; Practice 5.2). This policy addresses this standard.

Purpose – This policy would establish guidelines to fund school capital reserves. Encouraging sound fiscal management practices will provide opportunities for funding needed school capital improvements.

Performance Standard – Departments will not engage in practices, for the purpose of solely generating savings that will adversely affect the quality of service delivery, unless approved by the Superintendent and/or the School Board.

Policy Guidelines

- When the School System revenue and expenditure accounts are closed out at the fiscal year-end, two-thirds of the year-end balance in the school operating fund will revert to the Major School Capital Reserve for capital projects listed on the Capital Improvement Plan as adopted by the School Board.

- Up to one-third of the remaining year-end balance in the school operating fund will revert to the Minor School Capital Reserve for future capital projects approved by the School Board, with any portion of the one-third not allocated to Minor School Capital Reserve reverting back to the Major Capital Reserve.

FUND STRUCTURE AND BASIS OF ACCOUNTING

The accounts of the School System are organized and operated using fund accounting. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds maintained is consistent with legal and managerial requirements. All of the budgeted funds adopted by the School Board are classified as governmental funds, except the Laptop Fund, which is classified as a Proprietary Fund.

Accounting and Budgets for all funds are adopted on a basis consistent with the accounting principles generally accepted in the United States of America. The following is a brief description of the specific funds used by the School System and their measurement focus and basis of accounting.

GOVERNMENTAL FUNDS account for expendable financial resources and are reported using the *current financial resources* measurement focus and the *modified accrual basis of accounting*. Revenues are recognized when they become susceptible to accrual; that is when they become both measurable and available to finance expenditures of the current period. Grant and other reimbursement-based revenues are recognized in the fiscal year in which all eligibility requirements have been satisfied. All other revenue items are considered measurable and available if collected within 30 days after year-end. Expenditures are recorded when a liability is incurred, except for compensated absences and capital lease obligations, which are recognized as expenditures only when payment is due.

The individual governmental funds include:

- The ***General Fund*** is the primary operating fund used to account for all financial resources except those required to be accounted for in another fund. This includes expenditures necessary for the day-to-day operations of the School System (for example: teacher salaries, instructional materials, supplies, equipment, and other operating costs).
- The ***Instructional Resources Fund*** is a self-balancing fund that maintains a fund balance from year-to-year, however it is collapsed into the General Fund for financial statement reporting at year-end. This fund consists of the costs associated with the purchase of new textbooks (in hard copy or digital format) and consumable instructional materials related to the subject areas. This fund is subsidized by the General Fund through an interfund transfer.
- The ***Bus Fund*** is a self-balancing fund that maintains a fund balance from year-to-year, however it is collapsed into the General Fund for financial statement reporting at year-end. This fund consists of the costs associated with the purchase or replacement of school buses and support vehicles. This fund is subsidized by the General Fund through an interfund transfer.
- The ***Grant Fund*** is a special revenue fund used to account for proceeds of specific grants that are restricted to expenditures for specific purposes. The Grant Fund accounts for federal, state, and private grants to provide critical support for the instructional program.

- The ***Nutrition Fund*** is a special revenue fund used to account for activities of the nutrition program. The Nutrition Fund accounts for the revenues and expenditures necessary to operate school cafeterias. The primary source of funding for this budget comes from cafeteria sales and federal reimbursements for free and reduced lunches. This fund is self-supporting.
- The ***Capital Projects Fund*** is used to account for financial resources used for the acquisition or construction of major and minor capital projects, other than those financed by the General Fund.

PROPRIETARY FUND budgets are reported using the *economic resources measurement focus* and the *accrual basis of accounting*. These funds distinguish operating from nonoperating revenues and expenses wherein operating revenues and expenses generally result from providing services in connection with the proprietary fund's principal ongoing operations. Specifically, operating revenues include charges to departments, employees, and students for insurance premiums and operating expenses include insurance claims and administrative expenses. All revenues and expenses not meeting this definition are reported as nonoperating.

- The ***Laptop Fund*** includes the laptop computer warranty reimbursements and the related replacement of parts and batteries.

All appropriations are legally controlled at the fund level. Overall increases in fund budgets are adopted by the School Board and then by the County Board of Supervisors. Budget transfers within a fund are approved by the School Board only. Budget transfers between funds are approved by the School Board and the Board of Supervisors. Unexpended appropriations on annual budgets lapse at the end of each fiscal year.

The School System has assigned fund balance to liquidate outstanding encumbrances at year-end. As part of the annual budget appropriation, the School Board authorizes the assignment of year-end balance to outstanding encumbrances. The School Board has not authorized any officer to make assignments of fund balance.

CLASSIFICATION AND EXPLANATION OF REVENUES AND EXPENDITURES

Revenues for the School System are classified by source within a fund. Revenues are grouped into major divisions. The divisions, with examples of major revenue sources, are:

- State Revenues – This includes State Sales Tax, Basic Aid and other SOQ revenues from the Department of Education
- Federal Revenues – These include grant revenues for Title I, II, III, and VI-B programs, along with Carl Perkins Grants
- Local Revenues – This is the County Appropriation, which is based on a revenue sharing agreement.
- Other Revenue – These include all other revenues, such as tuition, facility rentals, and Medicaid reimbursements

Expenditures are classified by main account, department, division, fund, function, program, location, and project. Each of these are called financial dimensions and are new components of the chart of accounts this year. The School System rewrote the Annual Budget to align with this new reporting structure.

OTHER SUSTAINING LOCAL REVENUE SOURCES

The following is a summary of the other sustaining local revenue sources:

Tuition

There are several types of tuition that are charged by the School System. Non-resident tuition is tuition charged to a student that does not live in the County of Roanoke but wishes to attend a county school. Other types of tuition are charged for specific programs including Gifted Art, Quest, Summer School, Dual Enrollment, Employee Preschool, RCPS Online, and Adult Education.

Student Fees

Students in grades 6 through 12 are charged a $50 fee for taking the laptop home overnight. This helps to fund battery replacements, repairs, self-insurance, and the lease for the laptops. In addition, students in high school may pay a parking fee of $40 for the school year to drive to school. These fees help offset the cost to maintain the parking lots.

Rental of School Property

The School System has a contract with Elevation Church, Journey Church, and Sovereign Grace Church, where by the church rents, for a fee, Hidden Valley High, Northside High, and Northside Middle. The contracts stipulate that all payroll, outsourcing custodial fees, and utility costs are recovered 100%. The remaining rental fee is split between the host school and the remaining non-host schools.

BUDGET DEVELOPMENT PROCESS

BUDGET PROCESS

The budget process is a five-step process of budget planning as described in detail as follows.

1. Budget Planning

For the fiscal year that begins July 1, the budget planning process starts during the prior year when the School Board adopts a budget calendar, which is located in the following section. The superintendent or superintendent's designee prepares a budget calendar identifying all deadlines for the annual budgetary process. The calendar includes important activities in the budget process and the dates on which important decisions are scheduled. There is at least one work session scheduled for reviewing the budget and at least one public hearing scheduled for comment on the budget. Notice of the time and place for the public hearing is published at least ten days in advance, in a newspaper having general circulation within the school division. Once adopted, the calendar represents the guidelines for the preparation and adoption of the budget for the school system.

2. Budget Preparation

Preparation of the school budget includes input from each school, employees at all management levels, and other stakeholder committees. The School Board conducted a public hearing on the budget and followed up with work sessions involving the Superintendent, School Board, and budget committees. Further work sessions were held with the County Board of Supervisors to share priorities and strategic directions between the two boards and pave the way for final approval of the budget by the County. Throughout the budget process, communications with employees and the public on budget developments were provided via an online blog.

The following committees and stakeholders were involved in the process:

Instructional Mission Team

Assistant Superintendent of Human Resources and Instruction ..... Dr. Rebecca G. Eastwood
Director of Secondary Instruction ..... Mrs. Rhonda W. Stegall
Director of Elementary Instruction ..... Dr. Linda F. Wright
Director of Testing ..... Mr. Ben J. Williams
Director of Career and Technical Education ..... Mr. Jason D. Suhr
Director of Special Education ..... Dr. Jessica M. McClung
Director of Administration ..... Dr. Kenneth E. Nicely
Director of Human Resources ..... Mr. James R. Bradshaw
Community Relations Specialist ..... Mr. Chuck D. Lionberger

Operations Mission Team

Assistant Superintendent of Finance and Operations ..... Mrs. Penny A. Hodge, CPA, SFO
Director of Facilities and Operations ..... Mr. George G. Assaid
Supervisor of Nutrition ..... Mrs. Rhonda R. Huffman
Chief Information Officer ..... Mr. Jeff A. Terry
Director of Finance ..... Mrs. Susan L. Peterson, CPA, MA
Supervisor of Transportation ..... Mr. Michael W. Stovall

Employee Advisory Committee

Mr. Edward J. McMichael, Cave Spring High
Mrs. Sherry M. Siska, Glenvar High
Mrs. Crystal M. Waggoner, Hidden Valley High
Mrs. Tammy D. Wood, Northside High
Mrs. Carol Lyn Webster, William Byrd High
Mr. Ryan Reynolds, Cave Spring Middle
Mrs. Madeleine R. Lukanich, Glenvar Middle
Mrs. Joan K.Caldwell, Hidden Valley Middle
Mrs. Linda Shiflett, Northside Middle
Mr. Benjamin C. Watts, William Byrd Middle
Mrs. Cathy Burke, Back Creek Elementary
Mrs. Marianne C. Nester, Bonsack Elementary
Mrs. Lorena Browning, Burlington Elementary
Mrs. Marsha D. Wray, Cave Spring Elementary
Mrs. Lori L. Clark, Clearbrook Elementary
Mr. Lee Sturgill, Glen Cove Elementary
Mrs. Emily M. Richardson, Glenvar Elementary
Mrs. L. Ellen Ferris, Green Valley Elementary
Mrs. Traci M. Wren, Herman L. Horn Elementary
Mrs. Amy N. Phelps, Masons Cove Elementary
Mrs. Kristine Migliarese, Masons Cove Elementary
Mrs. Gloria L. Gibson, Mountain View Elementary
Mrs. Koren Jones, Oak Grove Elementary
Mrs. Jackie R. Ryder, Penn Forest Elementary
Mr. Don Higgins, Maintenance
Mrs. Denise St. Jean, Nutrition

3. Budget Adoption

The budget for the School System is presented at board meetings and work sessions starting in November and ending in mid-March. On or before April 1 of each year, the School Board adopts the following fiscal year's budget and submits it to the Board of Supervisors for approval. Since the School System is fiscally dependent upon the County of Roanoke, with approximately 47% of the general fund budget funded by local taxes, the final adoption and appropriation occurs in May with final Board of Supervisor approval.

4. Budget Implementation

The fiscal year begins on July 1 of each year when the newly adopted budget becomes available for spending. Directors review monthly reports which reflect the budgeted amount, year-to-date expenditures, encumbrances, and the amount remaining for expenditure. Upon review of these reports, the administrators may request budget transfers to align the budget with their spending priorities. The board members receive monthly reports of revenues and expenditures to date.

5. Budget Evaluation

The last step in the budget process is the evaluation of the financial plan.

In 2017, the school system received its 11th Association of School Business Officials International (ASBO) Meritorious Budget Award for Excellence in the preparation and issuance of the 2016-2017 school system Annual Budget document. The award represents a significant achievement by Roanoke County Public Schools and reflects the commitment of the school division and staff to meeting the highest standards of school budgeting.

The results of operation for the fiscal year are reported annually in the School Board's Comprehensive Annual Financial Report (CAFR), which is audited by a certified public accounting firm. The Superintendent's Annual School Report is also prepared annually in accordance with regulations set by the Virginia General Assembly.

For the past sixteen years, Roanoke County Public Schools has received two prestigious awards for its CAFR. The first award is the Certificate of Excellence in Financial Reporting from the Association of School Business Officials International (ASBO). This is an international award that recognizes excellence in preparation and issuance of school system financial reports. The second award received is the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) of the United States and Canada. The Certificate of Achievement is a national award that recognizes conformance with the highest standards for preparation of state and local government financial reports.

BUDGET CALENDAR

10/4	Construction Committee Meeting – Review of school CIP projects
10/10	Employee Advisory Committee – Budget Priorities activity
10/12	Elementary Principals – Budget Priorities activity
10/13	Regular Board Meeting
10/18	Chair and Vice Chair meeting
10/19	Secondary Principals – Budget Priorities activity
10/27	Regular Board Meeting - Proposed FY18 Budget Calendar on Information Agenda
11/3	State of the County Address
11/10	Regular Board Meeting – Presentation of FY16 Audit and Final Year-End Balances Adoption of Budget Calendar for 2017-18
11/14	Construction Committee Meeting – Review of school CIP and minor projects
12/12	Employee Advisory Committee meeting – budget update
12/13	Construction Committee Meeting – Final recommendation of school CIP
12/15	Regular Board Meeting – Adoption of School CIP (due to BOS by end of December)
1/3	Construction Committee Meeting – regular schedule
1/5	Joint SB and BOS meeting (tentative) – Capital Improvement Plan presentation
1/11	General Assembly convenes (tentative)
1/12	Regular Board Meeting – Board reorganization for 2017 Work Session – Goal Setting Activity, Governor's Budget Proposal
1/26	Regular Board Meeting - Public hearing on FY18 Budget Work Session – Department Budget Work Session, Technology Investment
2/7	Construction Committee Meeting – Review of proposed CMP projects
2/9	Regular Board Meeting – Bus Replacement Plan
2/15	Crossover Day – House and Senate budgets to be released (tentative)
2/13	Employee Advisory Committee meeting – budget update
2/23	Regular Board Meeting Work Session – Benefits (including Health Insurance) & Revenue Estimates (after GA Crossover)
3/2	Work Session – (tentative)
3/7	Construction Committee Meeting – Final approval of proposed CMP projects
3/9	Regular Board Meeting
3/11	General Assembly adjourns (tentative)
3/16	Work Session – Revenue Estimates (if available)
3/17	VDOE Revenue Template released (est. 1 week after GA adjourns)
3/21	Work Session – **Superintendent Recommends FY18 Budget**
3/23	Regular Board Meeting - **School Board Adopts FY18 School Budget**
3/24	NSBA Conference
3/27	NSBA Conference
3/28	NSBA Conference
3/28	BOS request for FY18 School Budget to advertise tax rates
3/29	NSBA Conference
4/1	FY18 Budget due to County Board of Supervisors
4/10	Employee Advisory Committee meeting – budget update
4/13	Regular Board Meeting
4/25	**BOS – Present School Budget to BOS for 1st reading (tentative date)**
4/27	Regular Board Meeting
5/9	BOS – BOS 2nd reading (last meeting before 5/15 to approve school budget)

BUDGET ADMINISTRATION AND MANAGEMENT PROCESS

The budget serves as a planning tool for managing the financial resources of the School System. Budget administration is the process of monitoring revenues and expenditures during the fiscal year for compliance with the approved budget. Revenues are monitored to identify any fluctuations in budget to actual amounts. Expenditures are monitored to ensure that they do not exceed authorized amounts and that they are used for intended, proper and legal purposes.

Revenue Monitoring

The School System receives funding for the General Fund Budget from the federal government, State government, local government, tuition and fees, and other revenue sources. The Assistant Superintendent of Finance and Operations is responsible for monitoring budgeted to actual revenues during the year and advising the Superintendent of changes in appropriations or fluctuations in enrollment that may reduce the actual revenue collections for the fiscal year. If significant changes to revenue projections are required, the Superintendent, with the assistance of staff, develops a corresponding adjustment on the expenditure side of the budget and/or requests additional appropriations from the School System unappropriated balance.

Expenditure and Encumbrance Controls

The School System budget is segregated into cost centers. Each cost center is assigned to a department. The Director of the Department is responsible for managing the budget accounts within the cost center to which he/she has been assigned to ensure the funds are properly spent or encumbered within the approved budget amount.

All appropriations are legally controlled at the fund level. Overall increases in fund budgets are adopted by the School Board and then by the County Board of Supervisors. Budget transfers within a fund are approved by the School Board only. Budget transfers between funds are approved by the School Board and the Board of Supervisors. Unexpended appropriations on annual budgets lapse at the end of each fiscal year.

The School System has assigned fund balance to liquidate outstanding encumbrances at year-end. As part of the annual budget appropriation, the School Board authorizes the assignment of year-end balance to outstanding encumbrances. The School Board has not authorized any officer to make assignments of fund balance.

Budget Transfers

Department Directors are permitted to transfer budget funds within their cost centers. However, they are not permitted to expend or encumber funds exceeding the cost center appropriation without obtaining appropriation from the School Board. The Division Superintendent has authority to transfer funds less than $50,000 between cost centers. Transfers greater than this amount require approval from the School Board. Any increase in the Budget total is required to be appropriated by the School Board and subsequently by the Board of Supervisors of the County of Roanoke.

FINANCIAL SECTION



"The Real Me" by Irene Johnson
American Visions Medal
2017 National Scholastic Art & Writing Competition


Balance
School Climate
Professional Growth
Support Services
Learning Culture
Citizenship
Collaboration
Creativity
Critical Thinking
Communication
DEEPER LEARNING

PYRAMID APPROACH

The Financial section includes revenue and expenditure reports for all funds and highlights significant revenues and expenditures and changes therein. It is organized in an easy-to-use pyramid structure in which a summary of all funds is presented, followed by individual fund summary schedules and detailed schedules. Below is an illustration of the layout of this document.

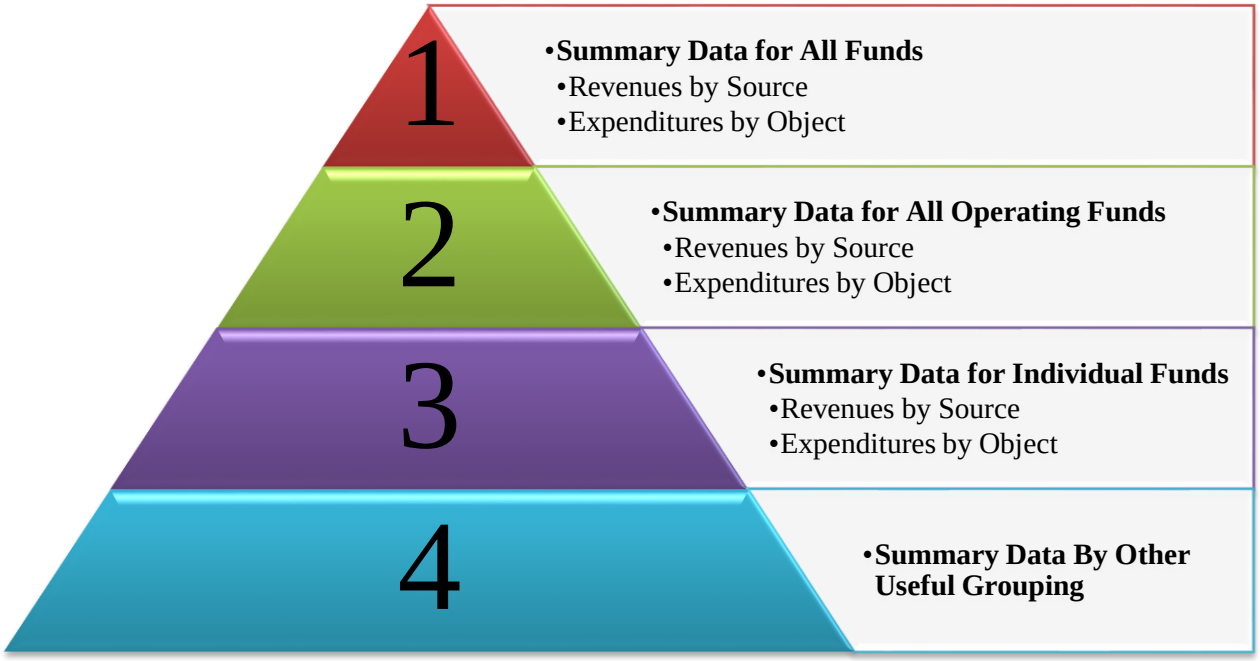
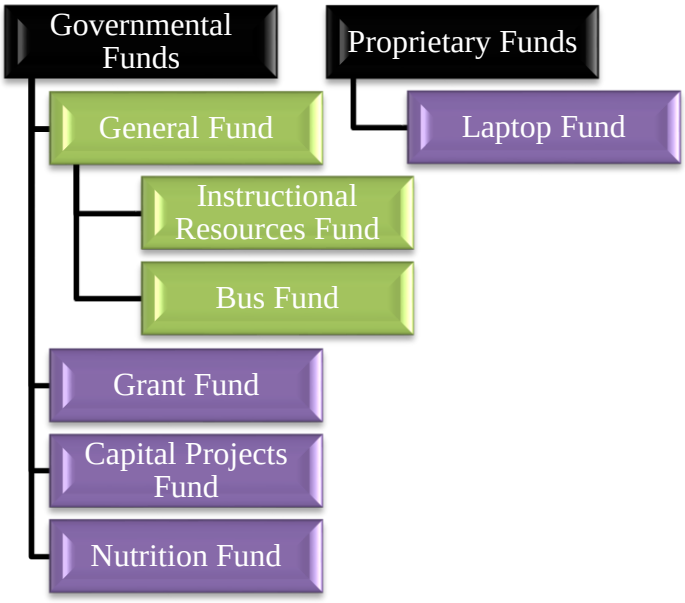


CHART OF ALL FUNDS

A fund is an independent accounting entity with a self-balancing set of accounts, which are segregated for the purpose of carrying on specific activities in accordance with special regulations, restrictions, or limitations. A full desciption of each fund was provided in the Organizational Section.

The following is the hierarchy of how the budgeted funds roll up in the Comprehensive Annual Financial Report. They are color-coded here to illustrate their level in the pyrmaid approach.



FUND BALANCE CLASSIFICATIONS

In the governmental funds' financial statements, fund balances have been classified to reflect the limitations and restrictions placed on the respective funds in accordance with the provisions of GAAP as follows:

- **Nonspendable Fund Balance** – This amount cannot be spent because it is either not in spendable form or it is legally or contractually required to be maintained intact. The School System has inventory balances at year-end that are nonspendable.

- **Restricted Fund Balance** – This amount is subject to externally imposed regulations on the spending for a specific purpose including an emergency contingency authorized by the County Board of Supervisors and grant balances restricted by the grant agencies for specified purposes.

- **Committed Fund Balance** – This amount can only be used for specific purposes as imposed or rescinded by formal appropriation of the School Board, which is the highest level of decision making authority. The School Board has adopted board policies on the use of year-end balances for capital in the General Fund and the unspent balances at year-end in the Capital Projects Fund.

- **Assigned Fund Balance** – This amount is constrained by the government's intent to be used for specific purposes but is neither restricted nor committed. The School System has assigned fund balance to liquidate outstanding encumbrances at year-end. As part of the annual budget appropriation, the School Board authorizes the assignment of year-end balance to outstanding encumbrances. The School Board has not authorized any officer to make assignments of fund balance.

- **Unassigned Fund Balance** – This amount has no spending restrictions under any of the preceding four classifications. The School System has no unassigned fund balance at year-end.

When an expenditure is incurred for purposes for which both restricted and unrestricted fund balance is available, the School System policy considers restricted amounts to have been spent first. In addition, when an expenditure is incurred for purposes for which committed, assigned, or unassigned fund balance is available, the School System policy considers fund balances to be exhausted in the order listed.

CAPITAL IMPROVEMENT PROGRAM

In addition to the operating budget for the school system, the School Board maintains a Capital Improvement Program (Program) which reflects school capital needs up to ten subsequent years. The Program is included at the end of the Informational Section and includes four sections: Capital Improvement Plan, Capital Maintenance Plan, Technology Plan, and Bus Replacement Plan.

The **Capital Improvement Plan** (CIP) generally includes projects expected to individually cost in excess of $500,000 each and have a useful life of five or more years, unless funded by a bond issue, in which case the useful life must equal or exceed the length of the bond. In order to fund the CIP, the School System has a joint financing program with the County whereby $10 million is allocated two years to the School System and one year to the County in order to fund large major capital renovations. The School System has saved their allocation from a previous year to combine with next year's funding for a total of $20 million for a bond issue to partially fund the renovation of Cave Spring High School.

The School CIP includes the renovation of Cave Spring High School with approximately $27 million budgeted in 2017-2018. In addition, the replacement of the Human Resources and Payroll Software System is schedule for the next four years for a total of $750,000. After the completion of the Cave Spring High School renovation, there is approximately $76.6 million earmarked for renovation projects identified through the Facility Assessment Study conducted earlier this year. School renovation projects include:

- William Byrd High School
- Hidden Valley Middle School
- Burlington Elementary School
- Glenvar Elementary School
- W.E. Cundiff Elementary School
- Glen Cove Elementary School

The School Board adopted the CIP on March 30, 2017 to include the above major capital projects planned for the next ten years.

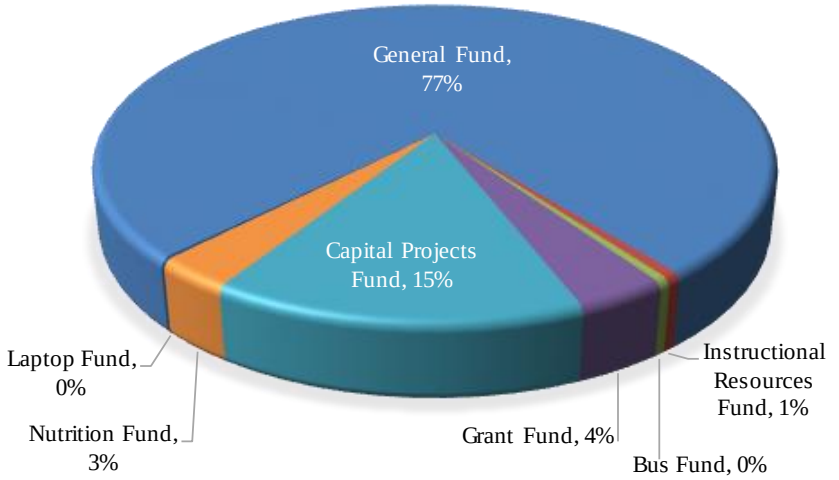
The **Capital Maintenance Program** (CMP) is the vehicle in which county school assets are programmed to receive regular maintenance and repair. Ongoing preventive maintenance of all school facilities will help ensure the safety and value of these assets while avoiding potentially large costs resulting from lack of proper maintenance. Dedicating $1,000,000 each year to the School's CMP will fund repairs and maintenance maximizing the life of the school facilities. A separate detailed report of planned CMP spending by school and by asset type has been prepared for the next ten years.

The **Technology Plan** is a 7-year plan addressing the need to replace technology infrastructure and equipment that require a significant amount of resources to fund. During the 2017-2018 budget, $1.5 million is included to replace computer labs, student laptops, networking equipment, servers, staff computers, and IP telephony equipment.

The **Bus Replacement Plan** is a 15-year plan addressing the need to replace school buses on a useful life schedule. This will ensure the fleet does not age to a point where the cost to maintain the fleet exceeds the replacement cost of the fleet vehicles. The funding for this plan is through transfers from the general fund.

SUMMARY OF ALL FUNDS

The total School Board Budget is $189,332,880 for 2017-2018, which is an 18.9% increase over the current year budget. Although the largest percent of the Budget is the General Fund, the main driver of the increase from prior year is due to the **Capital Projects Fund**, which increased significantly over the current year budget for the planned VPSA bond issue for the Cave Spring High School Renovation.



The **Laptop Fund** increased significantly from the prior year budget from the use of $203,960 of reserves to fund a portion of the Technology Plan. In addition, $53,780 is expected from the resale of outdated laptops.

The **Bus Fund** increased by $93,674 due to scheduled replacements. In order to fund these purchases, $333,674 of reserves will be used. The transfer for bus purchases decreased by $250,000 for the prior year one-time transfer of expected fuel savings.

Summary By Fund	**2016-2017 Budget**	**2017-2018 Budget**	**Increase (Decrease)**	**Percent Change**
General Fund	$ 143,140,483	$ 145,426,976	$ 2,286,493	1.6%
Instructional Resources Fund	1,109,752	1,091,652	(18,100)	-1.6%
Bus Fund	783,219	876,893	93,674	12.0%
Grant Fund	6,773,852	7,017,665	243,813	3.6%
Capital Projects Fund	1,275,670	28,482,750	27,207,080	2132.8%
Nutrition Fund	6,071,880	6,079,204	7,324	0.1%
Laptop Fund	100,000	357,740	257,740	257.7%
Total Funds	$ 159,254,856	$ 189,332,880	$ 30,078,024	18.9%

Summary of All Funds Revenues by Source and Expenditures by Object

	2013-2014 Actuals	2014-2015 Actuals	2015-2016 Actuals	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
Revenues									
State revenues	$ 68,887,096	$ 71,690,441	$ 72,744,626	$ 76,387,129	$ 78,096,332	$ 1,709,203	$ 79,621,659	$ 81,177,493	$ 82,764,443
Local revenues	73,697,409	72,340,962	72,095,460	68,869,376	70,788,839	1,919,463	68,473,215	68,473,215	69,895,119
Bond proceeds	-	20,003,646	-	-	20,000,000	20,000,000	10,000,000	-	10,000,000
Federal revenues	7,189,154	8,112,364	7,888,587	7,753,504	7,626,221	(127,283)	7,575,881	7,526,548	7,478,202
Other revenues	4,477,469	4,419,164	4,206,140	5,316,482	5,618,688	302,206	5,564,908	5,564,908	5,564,908
Transfers	3,260,262	1,521,578	967,563	928,365	2,168,710	1,240,345	2,064,750	2,164,750	2,264,750
Total revenues	157,511,390	178,088,155	157,902,376	159,254,856	184,298,790	25,043,934	173,300,413	164,906,914	177,967,422
Expenditures									
Salaries and related costs	115,429,549	116,246,582	115,999,435	124,807,384	128,556,673	3,749,289	130,418,663	132,308,575	134,226,867
Contractual services	3,067,756	3,871,962	4,628,744	4,700,489	5,091,959	391,470	5,091,959	5,091,959	5,091,959
Internal services	433,327	393,068	389,358	385,300	385,335	35	385,335	385,335	385,335
Other charges	5,514,742	5,699,699	5,888,594	6,621,958	7,100,996	479,038	7,100,996	7,100,996	7,100,996
Materials and supplies	8,191,341	8,923,889	8,021,903	7,615,889	8,088,897	473,008	8,088,897	8,088,897	8,088,897
Payment to joint operations	-	28,103	30,694	51,249	100,000	48,751	100,000	100,000	100,000
Capital outlay	10,617,364	24,652,272	15,088,726	4,043,203	30,655,341	26,612,138	14,034,754	3,899,877	16,358,010
Contingencies (1)	-	-	-	2,577,632	885,000	(1,692,632)	885,000	885,000	885,000
Transfers	13,120,793	14,490,683	12,601,282	8,451,752	8,468,679	16,927	8,264,719	8,264,719	8,264,719
Total expenditures	156,374,872	174,306,258	162,648,736	159,254,856	189,332,880	30,078,024	174,370,323	166,125,358	180,501,783
Excess (deficiency) of revenues over (under) expenditures	1,136,518	3,781,897	(4,746,360)	-	(5,034,090)	(5,034,090)	(1,069,910)	(1,218,444)	(2,534,361)
Beginning fund balance	24,498,207	25,634,725	29,416,622	-	7,709,747	7,709,747	19,764,974	18,695,064	17,476,620
Ending fund balance	$ 25,634,725	$ 29,416,622	$ 24,670,262	$ -	$ 2,675,657	$ 2,675,657	$ 18,695,064	$ 17,476,620	$ 14,942,259

(1) During the 2017-2018 budget, all grant applications were allocated to the individual object levels. Previously $1,842,632 of grants were listed as an unallocated object item. (Title I, Title II, Title III, Mentor Teacher, Jobs for Virginia Graduates, ISAEP and part of the Virginia Preschool Initiative)

Summary of Operating Funds Revenues by Source and Expenditures by Object

The Operating Funds include three main funds that collapse for financial reporting purposes, which include the General Fund, Instructional Resources Fund, and Bus Fund. Note that for budgeting purposes, transfers between funds have not been eliminated. Below is a subtotal of adding all three funds together.

	2013-2014 Actuals	2014-2015 Actuals	2015-2016 Actuals	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
Revenues									
State revenues	$ 67,109,525	$ 69,810,383	$ 70,930,010	$ 74,538,864	$ 76,179,456	$ 1,640,592	$ 77,702,594	$ 79,256,196	$ 80,840,869
Local revenues	65,944,318	66,996,426	67,703,707	67,839,376	68,098,215	258,839	68,098,215	68,098,215	68,098,215
Federal revenues	941,920	871,586	724,029	634,807	374,998	(259,809)	367,498	360,148	352,946
Other revenues	954,591	836,275	775,058	1,117,042	1,265,468	148,426	1,265,468	1,265,468	1,265,468
Transfers	3,235,262	1,420,146	772,165	903,365	1,143,710	240,345	1,039,750	1,139,750	1,239,750
Total revenues	138,185,616	139,934,816	140,904,969	145,033,454	147,061,847	2,028,393	148,473,525	150,119,777	151,797,248
Expenditures									
Salaries and related costs	108,574,234	109,788,154	109,485,248	118,874,526	121,361,779	2,487,253	123,182,185	125,029,896	126,905,349
Contractual services	2,786,163	3,324,468	4,151,968	4,487,077	4,756,191	269,114	4,756,191	4,756,191	4,756,191
Internal services	423,118	384,592	381,232	375,000	375,000	-	375,000	375,000	375,000
Other charges	5,349,269	5,249,513	5,673,984	6,537,277	6,813,267	275,990	6,813,267	6,813,267	6,813,267
Materials and supplies	4,496,495	4,584,235	4,398,901	4,295,517	4,146,033	(149,484)	4,146,033	4,146,033	4,146,033
Payment to joint operations	-	28,103	30,694	51,249	100,000	48,751	100,000	100,000	100,000
Capital outlay	1,739,796	1,075,826	3,690,580	1,751,056	1,343,532	(407,524)	1,535,025	1,400,148	1,328,326
Contingencies	-	-	-	210,000	235,000	25,000	235,000	235,000	235,000
Transfers	13,120,793	14,490,683	12,407,482	8,451,752	8,264,719	(187,033)	8,264,719	8,264,719	8,264,719
Total expenditures	136,489,868	138,925,574	140,220,089	145,033,454	147,395,521	2,362,067	149,407,420	151,120,254	152,923,885
Excess (deficiency) of revenues over (under) expenditures	1,695,748	1,009,242	684,880	-	(333,674)	(333,674)	(933,895)	(1,000,477)	(1,126,637)
Beginning fund balance	4,634,137	6,329,885	7,339,127	-	1,771,731	1,771,731	7,885,533	6,951,638	5,951,161
Ending fund balance	$ 6,329,885	$ 7,339,127	$ 8,024,007	$ -	$ 1,438,057	$ 1,438,057	$ 6,951,638	$ 5,951,161	$ 4,824,524

General Fund Revenues by Source and Expenditures by Object

The General Fund is the primary operating fund used to account for all financial resources except those required to be accounted for in another fund. This includes expenditures necessary for the day-to-day operations of the School System (teacher salaries, instructional materials, supplies, equipment, and other operating costs). The following is a summary of budgeted revenues by source and expenditures by object for the General Fund. Additional details for revenues and expenditures will follow.

	2013-2014 Actuals	2014-2015 Actuals	2015-2016 Actuals	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
Revenues									
State revenues	$ 66,316,743	$ 68,967,794	$ 70,082,979	$ 73,556,758	$ 75,214,950	$ 1,658,192	$ 76,718,798	$ 78,252,724	$ 79,817,328
Local revenues	65,944,318	66,996,426	67,703,707	67,839,376	68,098,215	258,839	68,098,215	68,098,215	68,098,215
Federal revenues	941,920	871,586	724,029	634,807	374,998	(259,809)	367,498	360,148	352,946
Other revenues	899,365	768,939	710,637	1,109,542	1,248,468	138,926	1,248,468	1,248,468	1,248,468
Transfers	1,865,116	-	193,800	-	490,345	490,345	286,385	286,385	286,385
Total revenues	135,967,462	137,604,745	139,415,152	143,140,483	145,426,976	2,286,493	146,719,364	148,245,940	149,803,342
Expenditures									
Salaries and related costs	108,489,893	109,701,103	109,377,462	118,767,372	121,259,411	2,492,039	123,078,287	124,924,438	126,798,307
Contractual services	2,786,163	3,324,468	4,151,968	4,487,077	4,756,191	269,114	4,756,191	4,756,191	4,756,191
Internal services	423,118	384,592	381,232	375,000	375,000	-	375,000	375,000	375,000
Other charges	5,349,041	5,248,642	5,673,129	6,537,277	6,813,267	275,990	6,813,267	6,813,267	6,813,267
Materials and supplies	3,614,976	3,654,281	3,501,830	3,292,919	3,156,749	(136,170)	3,156,749	3,156,749	3,156,749
Payment to joint operations	-	28,103	30,694	51,249	100,000	48,751	100,000	100,000	100,000
Capital outlay	946,422	1,068,140	2,041,219	967,837	466,639	(501,198)	466,639	466,639	466,639
Contingencies	-	-	-	210,000	235,000	25,000	235,000	235,000	235,000
Transfers	13,120,793	14,490,683	12,407,482	8,451,752	8,264,719	(187,033)	8,264,719	8,264,719	8,264,719
Total expenditures	134,730,406	137,900,012	137,565,016	143,140,483	145,426,976	2,286,493	147,245,852	149,092,003	150,965,872
Excess (deficiency) of revenues over (under) expenditures	1,237,056	(295,267)	1,850,136	-	-	-	(526,488)	(846,063)	(1,162,530)
Beginning fund balance	3,655,551	4,892,607	4,597,340	-	-	-	6,447,476	5,920,988	5,074,925
Ending fund balance	$ 4,892,607	$ 4,597,340	$ 6,447,476	$ -	$ -	$ -	$ 5,920,988	$ 5,074,925	$ 3,912,395

GENERAL FUND REVENUE

General Fund revenues are shown compared to the budget for the prior year. The revenue per pupil increased 3.5% from $10,261 in the current year budget. This is driven by the increase in State funding levels. Below is a discussion of each of the revenue sources.

General Fund Revenue Per Estimated Pupil	2016-2017 Budget	2017-2018 Budget	2017-2018 Percentage	Revenue Per Pupil
Local revenues	$ 67,839,376	$ 68,098,215	46.8%	4,971
State aid	58,556,758	60,031,928	41.3%	4,382
State taxes	15,000,000	15,183,022	10.4%	1,108
Federal revenues	634,807	374,998	0.3%	27
Other revenues	1,109,542	1,248,468	0.9%	91
Transfers	-	490,345	0.3%	36
Total revenues	$ 143,140,483	$ 145,426,976	100.0%	$ 10,615

Estimated Average Daily Membership **13,700**

LOCAL REVENUES

The County of Roanoke provides significant support for the instructional program in Roanoke County Public Schools by funding 46.8% of the total budget. The local revenues are derived from real estate and personal property taxes assessed by the local government for all services provided to the citizens of Roanoke County. For fiscal year 2017-2018, the local transfer will increase by $258,839 using the revenue sharing formula based upon student enrollment and county population, as approved by the School Board and County Board of Supervisors.

STATE AID AND TAXES

State funds comprise about 51.7% of General Fund revenues. Total State revenue, which is based on the estimated ADM of 13,700 is projected to increase by $1,658,192 in fiscal year 2017-2018 and is attributable to an increase in state funding per pupil and additional assistance from lottery funding. A significant State revenue line that is not attributable to the ADM includes state sales tax collections, which is estimated to increase $183,022 over the current year.

FEDERAL REVENUES

Federal revenue consists of reimbursements from E-rate, Carl Perkins vocation education grants, Medicaid, and the Air Force Junior ROTC program at William Byrd High School. Most of these are based on actions expected at the federal government level. Overall this category decreased from prior year by $259,809, which is directly related to E-rate reimbursement guidelines.

OTHER REVENUES

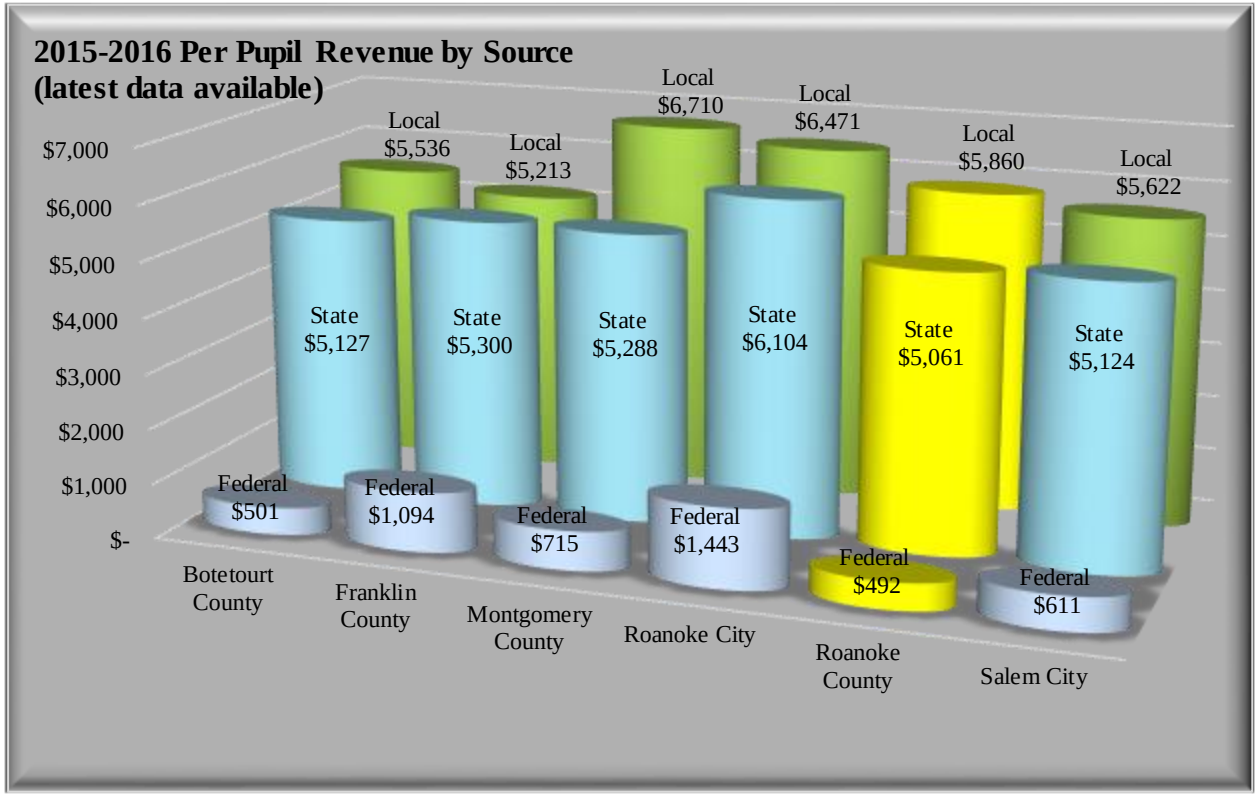
Other revenue consists of tuition for various programs, student fees for laptops and parking, facility rental fees, interest income and a grant contingency. Overall this category increased from prior year by $138,926. The largest increase is attributable to a $50,000 increase in grant contingency for anticipated but unidentified grants. The next largest driver of this increase is related to laptop fees of $43,475, which includes the 6th grade program that will begin next year. Finally, the various tuition fees are expected to rise by $23,761 over the current year budget based on ongoing programs.

TRANSFERS

A transfer of $286,385 from Health Insurance Reserves will help offset the effects of rising health care costs and a transfer of $203,960 from the Laptop Fund is included in the next year's budget to help fund the Technology Plan.

In order to provide a good reference of how the revenue sources received by Roanoke County Public Schools compare to neighboring school divisions, the graph to the right reports the June 30, 2016 revenue per pupil as reported in the Annual School Report submitted to the Department of Education.

Details of all revenue sources for Roanoke County Public Schools are included in the following pages.



General Fund Revenues by Source Details

The details of General Fund Revenues are shown below.

	2013-2014 Actuals	2014-2015 Actuals	2015-2016 Actuals	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
State Revenues									
State SOQ Revenues									
State Sales Tax	$ 13,944,930	$ 14,468,308	$ 14,901,942	$ 15,000,000	$ 15,183,022	$ 183,022	$ 15,486,682	$ 15,796,416	$ 16,112,344
State Basic Aid	36,807,323	38,557,639	38,553,793	39,907,713	39,253,827	(653,886)	40,038,904	40,839,682	41,656,476
Special Education	5,963,753	5,753,282	5,792,414	6,494,894	6,378,498	(116,396)	6,506,068	6,636,189	6,768,913
Remedial Education	468,265	595,469	598,608	662,014	650,150	(11,864)	663,153	676,416	689,944
Vocational Education	450,595	534,171	536,987	617,283	606,221	(11,062)	618,345	630,712	643,326
Gifted Education	406,419	411,574	413,744	429,414	421,719	(7,695)	430,153	438,756	447,531
Remedial Summer School	76,806	59,907	81,802	101,849	63,294	(38,555)	64,560	65,851	67,168
Retirement	3,922,824	4,807,537	4,692,031	5,215,597	5,701,991	486,394	5,816,031	5,932,352	6,050,999
Social Security	2,350,161	2,364,363	2,376,826	2,531,756	2,486,384	(45,372)	2,536,112	2,586,834	2,638,571
Group Life	150,198	148,867	149,652	169,977	166,930	(3,047)	170,269	173,674	177,147
Total State SOQ revenues	64,541,274	67,701,117	68,097,799	71,130,497	70,912,036	(218,461)	72,330,277	73,776,882	75,252,419
State Lottery-Funded Programs									
Compensation Supplement	-	-	653,057	619,578	394,938	(224,640)	402,837	410,894	419,112
At Risk	262,242	330,956	332,602	329,315	323,932	(5,383)	330,411	337,019	343,759
Supplemental Lottery	630,559	-	-	468,956	2,408,366	1,939,410	2,456,533	2,505,664	2,555,777
Foster Home Children	243,570	195,565	218,602	217,174	341,204	124,030	348,028	354,989	362,089
Special Education-Regional Tuitior	-	8,847	19,445	9,012	26,809	17,797	27,345	27,892	28,450
Vocational Education-Equipment	22,020	21,251	22,311	8,096	22,311	14,215	22,757	23,212	23,676
Vocational Education-Adult Ed	2,687	-	4,720	1,517	4,720	3,203	4,814	4,910	5,008
Vocational Education-Occ/Tech Ed	79,043	75,198	79,213	86,836	79,213	(7,623)	80,797	82,413	84,061
Regional Alternative School	44,088	43,971	44,689	48,277	48,360	83	49,327	50,314	51,320
Disparity: K-3	266,051	377,431	389,381	436,016	422,653	(13,363)	431,106	439,728	448,523
English as a Second Language	142,582	146,675	140,324	150,964	168,108	17,144	171,470	174,899	178,397
Total State lottery-funded programs revenues	1,692,842	1,199,894	1,904,344	2,375,741	4,240,614	1,864,873	4,325,425	4,411,934	4,500,172
State Categorical Revenues									
Homebound Payments	26,023	9,191	17,210	17,881	20,600	2,719	21,012	21,432	21,861
STEM Grant	-	-	13,000	-	-	-	-	-	-
State Grant Revenue	16,036	-	4,876	5,139	19,200	14,061	19,584	19,976	20,376
Industry Certifications	18,068	20,092	18,250	-	-	-	-	-	-
Teacher Certification	22,500	37,500	27,500	27,500	22,500	(5,000)	22,500	22,500	22,500
Total state categorical revenues	82,627	66,783	80,836	50,520	62,300	11,780	63,096	63,908	64,737
Total State revenues	$ 66,316,743	$ 68,967,794	$ 70,082,979	$ 73,556,758	$ 75,214,950	$ 1,658,192	$ 76,718,798	$ 78,252,724	$ 79,817,328

Roanoke County Public Schools
Annual Budget 2017-2018
Financial Section

	2013-2014 Actuals	2014-2015 Actuals	2015-2016 Actuals	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
Local Revenues									
Local Appropriation-County	$ 65,944,318	$ 66,996,426	$ 67,703,707	$ 67,839,376	$ 68,098,215	$ 258,839	$ 68,098,215	$ 68,098,215	$ 68,098,215
Total local revenues	65,944,318	66,996,426	67,703,707	67,839,376	68,098,215	258,839	68,098,215	68,098,215	68,098,215
Federal Revenues									
E-rate Reimbursement	434,050	443,714	389,266	375,859	110,850	(265,009)	108,633	106,460	104,331
Vocational Education-Carl Perkins	142,249	136,560	146,044	132,086	132,086	-	129,444	126,855	124,318
Medicaid Reimbursement	238,285	176,128	100,239	72,362	72,362	-	70,915	69,497	68,107
Medicaid Administrative Claiming	41,464	50,163	29,198	-	-	-	-	-	-
Medicaid Cost Report	28,589	-	-	-	-	-	-	-	-
AFJROTC Reimbursement	51,557	60,344	53,274	52,500	57,700	5,200	56,546	55,415	54,307
Federal Land Use	2,398	2,310	2,056	2,000	2,000	-	1,960	1,921	1,883
Federal Grants	3,328	2,367	3,952	-	-	-	-	-	-
Total federal revenues	941,920	871,586	724,029	634,807	374,998	(259,809)	367,498	360,148	352,946
Other Revenues									
Tuition - Regular School	111,896	120,347	140,227	120,000	140,000	20,000	140,000	140,000	140,000
Tuition - Preschool (LEAP)	151,975	108,150	124,573	135,810	137,160	1,350	137,160	137,160	137,160
Tuition - RCPS Online	92,540	48,425	54,662	50,000	50,000	-	50,000	50,000	50,000
Tuition - Adult Education	2,480	10,748	1,776	23,993	23,993	-	23,993	23,993	23,993
Tuition - Summer School	82,479	121,725	40,875	70,000	70,000	-	70,000	70,000	70,000
Tuition from Other Localities	6,675	8,289	22,496	8,589	11,000	2,411	11,000	11,000	11,000
Tuition - Gifted	-	-	-	15,210	15,210	-	15,210	15,210	15,210
Tuition - Gifted Camps	4,882	13,833	-	12,000	12,000	-	12,000	12,000	12,000
Tuition - Gifted Quest	3,130	5,251	1,840	3,500	3,500	-	3,500	3,500	3,500
Tuition - Gifted Art	21,550	33,875	29,125	33,790	33,790	-	33,790	33,790	33,790
Taubman Art Program	41,700	41,700	41,700	41,700	41,700	-	41,700	41,700	41,700
Student Laptop Fees	-	-	-	248,525	292,000	43,475	292,000	292,000	292,000
Student Parking Fees	51,672	47,262	48,498	47,000	47,070	70	47,070	47,070	47,070
Transcript Fees	2,600	12,705	13,235	13,000	13,085	85	13,085	13,085	13,085
Rental of School Property	39,275	82,312	77,150	65,000	68,000	3,000	68,000	68,000	68,000
Interest Income	44,948	44,847	76,587	44,000	50,000	6,000	50,000	50,000	50,000
Recovered Costs	1,559	6,934	6,408	3,825	3,960	135	3,960	3,960	3,960
Other Miscellaneous Revenue	168,004	38,536	31,485	23,600	36,000	12,400	36,000	36,000	36,000
Grant Contingency	72,000	24,000	-	150,000	200,000	50,000	200,000	200,000	200,000
Total other revenues	899,365	768,939	710,637	1,109,542	1,248,468	138,926	1,248,468	1,248,468	1,248,468
Transfers									
Transfer from Internal Service Fund	1,865,116	-	193,800	-	490,345	490,345	286,385	286,385	286,385
Total transfers	1,865,116	-	193,800	-	490,345	490,345	286,385	286,385	286,385
Total revenues	$135,967,462	$137,604,745	$139,415,152	$143,140,483	$145,426,976	$ 2,286,493	$146,719,364	$148,245,940	$149,803,342

GENERAL FUND EXPENDITURES

The following is a summary of budgeted expenditures by each object for the General Fund. The expenditure per pupil increased 3.5% from $10,261 in the current year budget. This is driven by the increase in State funding levels. The fiscal year 2017-2018 General Fund expenditure budget reflects an overall increase of 1.6% over the prior year.

General Fund Expenditures	**2016-2017 Budget**	**2017-2018 Budget**	**2017-2018 Percentage**	**Cost Per Pupil**
Salaries and related costs	$118,767,372	$121,259,411	83.4%	$ 8,851
Contractual services	4,487,077	4,756,191	3.3%	347
Internal services	375,000	375,000	0.3%	27
Other charges	6,537,277	6,813,267	4.7%	497
Materials and supplies	3,292,919	3,156,749	2.2%	230
Payment to joint operation	51,249	100,000	0.1%	7
Capital outlay	967,837	466,639	0.3%	34
Contingencies	210,000	235,000	0.2%	17
Transfers	8,451,752	8,264,719	5.7%	603
Total Expenditures	$143,140,483	$145,426,976	100.0%	$ 10,615

Estimated Average Daily Membership	**13,700**

SALARIES AND RELATED COSTS

This is the largest expenditure item for the School System. These items include the salary and fringe benefit costs for all employees. The salary and benefits are expected to increase 2.1% from prior year to provide a 1-step salary increase to employees ($1.5 million) and the increase in VRS premiums ($1.4 million).

CONTRACTUAL SERVICES

Contractual services includes payments to outside vendors for services provided to the school system. The largest cost includes the outsourcing of custodial services, which is budged at $1.9 million for 2017-2018. In addition, $366,896 was set aside this year for the maintenance and upkeep of grounds. Other contractual services include maintenance contracts, software contracts, legal fees, and audit fees.

INTERNAL SERVICES

The School System is self-insured for its Workers' Compensation benefits up to $200,000. The fees in this category are for administration fees and claims payments of the benefit program.

OTHER CHARGES

Other charges include a variety of expenditures not included in the other object classifications. The largest cost is for utilities, which are budgeted at $3.3 million and include an increase of $45,400 over the current year budget. Utilities includes electric, fuel (excluding vehicle fuel), dumpster, water, sewer, and telephone services. Also included in this category is $1.4 million for the laptop leases, which increased $233,943 over the current year budget to include the 6th grade laptop program. Other technology costs include $773,181 for the wide area network costs. Staff development and general liability and property insurances is budgeted at $579,303 and $399,460, respectively.

MATERIALS AND SUPPLIES

There are several high dollar line items that make up materials and supplies. They range from classroom needs to janitorial supplies. The largest line item included is allotments of $690,672 which are distributed to the individual schools for instructional, athletic, and administrative use. The next largest item included in this category is vehicle fuel (diesel, gasoline, and propane) of $535,193, which is a reduction of $92,834 representing fuel price savings due to the fuel rate lock process used by the school division. Building and maintenance materials of $375,500 are used for small maintenance needs in school facilities. The current year budget includes $375,500 for computer software, $229,744 for instructional materials, $167,000 for vehicle parts, $144,922 for testing materials, and $124,000 for janitorial supplies.

PAYMENT TO JOINT OPERATIONS

This is an amount paid to the Roanoke Valley Regional Board to fund the education of students through a cooperative regional special education program.

CAPITAL OUTLAY

The majority of the capital outlay in the General Fund represents replacement of instructional equipment, computer servers and networking equipment for the Technology Plan. A savings of $489,518 resulted from the end of the lease agreement for financing the acquisition and installation of energy management equipment.

CONTINGENCIES

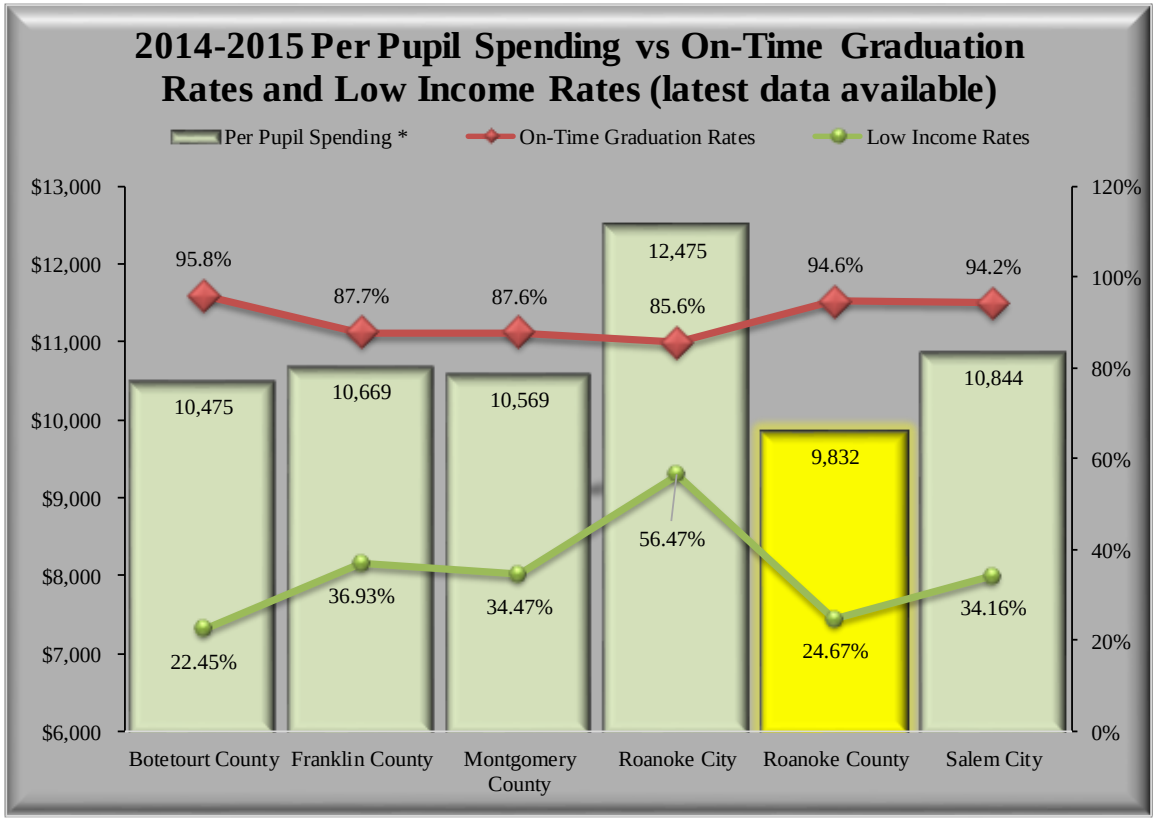
These are set aside for possible mid-year grants and to true up grant estimates to the actual awards. An additional $50,000 was added to contingency revenue and expenditures for 2017-2018.

TRANSFERS

The majority of these transfers are transfers to the County for the School System's share of school debt ($4.1 million), future capital ($2.2 million), and technology services provided by the County ($261,009). Other amounts include the funding of the capital maintenance plan ($1 million), bus replacement plan ($533,219), instructional resources ($120,146), and Bogle turf replacement ($25,000). The bus fund transfer was reduced by $250,000 for the prior year one-time transfer of expected fuel savings.

To the right is a summary of the fiscal year 2014-2015 per pupil spending (compiled from the latest data available) as compared to the graduation rates and low income rates for Roanoke County Public Schools and surrounding school divisions.

Roanoke County Public Schools spends the least per pupil in the Roanoke Valley and has the second highest on-time graduation rate.



General Fund Expenditures by Department and Object

The details of General Fund Expenditures by operating department and object are shown below.

	2013-2014 Actuals	2014-2015 Actuals	2015-2016 Actuals	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
Human Resources									
Salaries and related costs	$106,289,401	$107,062,638	$106,800,710	$105,642,975	$107,820,319	$ 2,177,344	$109,437,614	$111,079,159	$112,745,347
Contractual services	201,528	269,789	451,399	328,762	380,300	51,538	380,300	380,300	380,300
Internal services	413,172	375,005	371,908	-	-	-	-	-	-
Other charges	138,139	122,396	113,421	190,056	169,965	(20,091)	169,965	169,965	169,965
Materials and supplies	11,274	14,039	9,237	34,585	24,585	(10,000)	24,585	24,585	24,585
Capital outlay	17,478	-	-	-	-	-	-	-	-
Transfers	21,000	37,890	675,000	-	-	-	-	-	-
Total Human Resources	107,091,992	107,881,757	108,421,675	106,196,378	108,395,169	2,198,791	110,012,464	111,654,009	113,320,197
Secondary Instruction									
Salaries and related costs	197,355	249,054	297,038	248,828	248,828	-	252,559	256,345	260,190
Contractual services	43,306	52,157	30,860	290,153	290,153	-	290,153	290,153	290,153
Internal services	705	1,095	1,301	-	-	-	-	-	-
Other charges	195,397	114,149	118,181	153,792	153,792	-	153,792	153,792	153,792
Materials and supplies	294,221	435,404	393,296	436,711	436,711	-	436,711	436,711	436,711
Capital outlay	22,945	17,362	31,659	18,400	18,400	-	18,400	18,400	18,400
Transfers	20,000	20,000	20,000	-	-	-	-	-	-
Total Secondary Instruction	773,929	889,221	892,335	1,147,884	1,147,884	-	1,151,615	1,155,401	1,159,246
Elementary Instruction									
Salaries and related costs	65,414	70,097	69,246	92,628	92,774	146	94,164	95,577	97,010
Contractual services	277,161	291,754	282,722	37,733	37,733	-	37,733	37,733	37,733
Internal services	298	306	300	-	-	-	-	-	-
Other charges	17,802	23,343	16,775	34,789	34,789	-	34,789	34,789	34,789
Materials and supplies	200,174	223,033	215,724	234,380	234,234	(146)	234,234	234,234	234,234
Capital outlay	2,172	-	-	-	-	-	-	-	-
Total Elementary Instruction	563,021	608,533	584,767	399,530	399,530	-	400,920	402,333	403,766
Special Education									
Salaries and related costs	119,565	127,446	129,667	199,063	199,063	-	202,048	205,078	208,154
Contractual services	164,097	228,712	266,413	252,912	204,161	(48,751)	204,161	204,161	204,161
Internal services	470	562	565	-	-	-	-	-	-
Other charges	74,380	85,975	128,912	169,504	169,504	-	169,504	169,504	169,504
Materials and supplies	404,167	271,339	173,593	71,063	71,063	-	71,063	71,063	71,063
Payment to joint operations	-	28,103	30,694	51,249	100,000	48,751	100,000	100,000	100,000
Capital outlay	-	8,772	-	-	-	-	-	-	-
Total Special Education	762,679	750,909	729,844	743,791	743,791	-	746,776	749,806	752,882

	2013-2014 Actuals	2014-2015 Actuals	2015-2016 Actuals	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
Testing and Remediation									
Salaries and related costs	229,244	251,065	218,714	276,764	295,964	19,200	300,403	304,913	309,489
Contractual services	-	78	-	-	-	-	-	-	-
Internal services	920	1,105	945	-	-	-	-	-	-
Other charges	2,063	2,501	3,152	4,000	4,000	-	4,000	4,000	4,000
Materials and supplies	170,622	163,940	172,148	174,222	174,222	-	174,222	174,222	174,222
Total Testing and Remediation	402,849	418,689	394,959	454,986	474,186	19,200	478,625	483,135	487,711
Career and Technical Education									
Salaries and related costs	18,520	16,738	15,549	44,074	39,784	(4,290)	40,381	40,986	41,600
Contractual services	27,827	39,414	32,205	25,500	32,500	7,000	32,500	32,500	32,500
Internal services	74	47	66	-	-	-	-	-	-
Other charges	23,163	28,359	20,737	52,000	54,400	2,400	54,400	54,400	54,400
Materials and supplies	156,732	183,789	168,175	149,050	149,550	500	149,550	149,550	149,550
Payment to joint operations	-	-	-	-	-	-	-	-	-
Capital outlay	260,401	235,629	216,265	165,236	159,626	(5,610)	159,626	159,626	159,626
Total Career and Technical Educ	486,717	503,976	452,997	435,860	435,860	-	436,457	437,062	437,676
School Board									
Salaries and related costs	101,134	134,708	96,915	88,826	85,273	(3,553)	86,552	87,850	89,168
Contractual services	78,044	102,409	108,374	81,000	116,000	35,000	116,000	116,000	116,000
Internal services	414	560	369	-	-	-	-	-	-
Other charges	50,826	36,783	38,732	49,197	47,997	(1,200)	47,997	47,997	47,997
Materials and supplies	32,449	19,274	21,486	36,790	27,990	(8,800)	27,990	27,990	27,990
Total School Board	262,867	293,734	265,876	255,813	277,260	21,447	278,539	279,837	281,155
Superintendent									
Contractual services	13,643	7,308	5,726	12,000	11,950	(50)	11,950	11,950	11,950
Other charges	42,605	28,723	33,351	49,650	49,400	(250)	49,400	49,400	49,400
Materials and supplies	2,123	4,421	3,334	17,750	18,050	300	18,050	18,050	18,050
Capital outlay	-	-	23,110	-	-	-	-	-	-
Contingencies	-	-	-	60,000	35,000	(25,000)	35,000	35,000	35,000
Transfers	70,000	7,500	-	-	-	-	-	-	-
Total Superintendent	128,371	47,952	65,521	139,400	114,400	(25,000)	114,400	114,400	114,400

	2013-2014 Actuals	2014-2015 Actuals	2015-2016 Actuals	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
Administration									
Salaries and related costs	999,427	983,812	968,188	1,049,632	1,008,027	(41,605)	1,023,148	1,038,493	1,054,069
Contractual services	221,174	272,112	272,113	322,970	322,970	-	322,970	322,970	322,970
Internal services	4,871	4,393	4,221	-	-	-	-	-	-
Other charges	15,446	14,960	16,507	28,659	32,519	3,860	32,519	32,519	32,519
Materials and supplies	258,234	258,586	275,872	287,387	283,637	(3,750)	283,637	283,637	283,637
Capital outlay	37,905	-	-	-	-	-	-	-	-
Total Administration	1,537,057	1,533,863	1,536,901	1,688,648	1,647,153	(41,495)	1,662,274	1,677,619	1,693,195
Facilities and Operations									
Salaries and related costs	461,597	334,121	362,912	191,239	193,050	1,811	195,944	198,882	201,867
Contractual services	1,280,703	1,627,428	2,234,072	2,612,572	2,826,239	213,667	2,826,239	2,826,239	2,826,239
Internal services	2,154	1,482	1,556	-	-	-	-	-	-
Other charges	3,220,622	3,236,947	2,943,947	3,343,402	3,387,600	44,198	3,387,600	3,387,600	3,387,600
Materials and supplies	1,801,907	1,762,151	1,745,993	1,563,027	1,460,593	(102,434)	1,460,593	1,460,593	1,460,593
Capital outlay	508,390	545,215	572,982	527,518	31,500	(496,018)	31,500	31,500	31,500
Transfers	25,000	25,000	42,814	25,000	25,000	-	25,000	25,000	25,000
Total Facilities and Operations	7,300,373	7,532,344	7,904,276	8,262,758	7,923,982	(338,776)	7,926,876	7,929,814	7,932,799
IT Services									
Salaries and related costs	8,236	8,313	-	10,765	10,765	-	10,926	11,090	11,257
Contractual services	417,217	377,629	405,463	456,675	467,815	11,140	467,815	467,815	467,815
Internal services	40	37	-	-	-	-	-	-	-
Other charges	1,215,745	1,202,140	1,867,677	2,055,068	2,302,011	246,943	2,302,011	2,302,011	2,302,011
Materials and supplies	268,484	297,454	300,252	263,404	251,264	(12,140)	251,264	251,264	251,264
Capital outlay	88,503	253,920	1,195,133	256,683	257,113	430	257,113	257,113	257,113
Total IT Services	1,998,225	2,139,493	3,768,525	3,042,595	3,288,968	246,373	3,289,129	3,289,293	3,289,460
Finance									
Salaries and related costs	-	463,111	418,523	10,922,578	11,265,564	342,986	11,434,548	11,606,065	11,780,156
Contractual services	61,463	55,678	62,621	66,800	66,370	(430)	66,370	66,370	66,370
Internal services	-	-	1	375,000	375,000	-	375,000	375,000	375,000
Other charges	352,853	352,366	371,737	407,160	407,290	130	407,290	407,290	407,290
Materials and supplies	14,589	20,851	22,720	24,550	24,850	300	24,850	24,850	24,850
Capital outlay	8,628	7,242	2,070	-	-	-	-	-	-
Contingencies	-	-	-	150,000	200,000	50,000	200,000	200,000	200,000
Transfers	12,984,793	14,400,293	11,669,668	8,426,752	8,239,719	(187,033)	8,239,719	8,239,719	8,239,719
Total Finance	13,422,326	15,299,541	12,547,340	20,372,840	20,578,793	205,953	20,747,777	20,919,294	21,093,385
	$134,730,406	$137,900,012	$137,565,016	$143,140,483	$145,426,976	$ 2,286,493	$147,245,852	$149,092,003	$150,965,872

General Fund Expenditures by Annual School Reporting Programs

In addition to management by functional category, all expenditures must also be accumulated and reported to the Virginia Department of Education by the following programs.

• **Instruction** – Activities concerned with the interaction between teachers and students. Instruction may be provided for students in a school classroom, in another location such as a home, or in other learning situations such as distance learning.
• **Administration** – Activities concerned with providing executive leadership of the school division.
• **Attendance and Health** – Activities concerned with tracking and managing student attendance and providing health services in our schools.
• **Pupil Transportation** – Activities concerned with transporting students to and from school, as provided by state and federal law. This includes trips between home and school and trips to and from school activities.
• **Operation and Maintenance** – Activities concerned with keeping the grounds, buildings, and equipment in effective working condition. This includes the activities of maintaining safety in buildings, on the grounds, and in the vicinity of schools.
• **School Nutrition** – Activities concerned with providing nutritious meals to students.
• **Facilities** – Activities concerned with acquiring land and buildings, remodeling buildings, constructing buildings and additions to buildings, installing or extending service systems and other built-in equipment, and improving sites.
• **Other Uses of Funds** – A number of outlays of governmental funds are not properly classified as expenditures, but still require budgetary or accounting control. These include debt service payments (principal and interest) and certain transfers of monies from one fund to another.
• **Technology** – Activities concerned with providing and maintaining the infrastructure and related materials and equipment to support the use of technology for instructional and operational/managerial purposes.

Below is a summary of General Fund Expenditures by these programs.

	2013-2014 Actuals	2014-2015 Actuals	2015-2016 Actuals	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
Instruction									
Classroom	$ 79,608,523	$ 81,455,280	$ 82,171,284	$ 91,456,722	$ 93,240,757	$ 1,784,035	$ 94,599,567	$ 95,978,763	$ 97,378,658
Student Support	3,831,686	3,922,168	3,918,975	3,751,284	3,796,526	45,242	3,852,533	3,909,378	3,967,078
Staff Support	4,114,513	4,174,035	4,181,301	4,364,249	4,527,451	163,202	4,590,346	4,654,184	4,718,986
Office of the Principal	7,973,453	8,023,418	8,063,616	7,842,952	7,693,679	(149,273)	7,808,838	7,925,721	8,044,359
Total Instruction	95,528,175	97,574,901	98,335,176	107,415,207	109,258,413	1,843,206	110,851,284	112,468,046	114,109,081
Administration									
Board Services	321,924	355,317	328,772	321,832	345,632	23,800	347,937	350,276	352,650
Executive Administration	574,184	566,516	532,518	578,955	586,431	7,476	593,738	601,153	608,679
Informational Services	91,677	89,886	88,447	85,374	88,121	2,747	89,217	90,331	91,461
Personnel Services	841,455	777,030	941,376	913,194	913,289	95	924,143	935,161	946,344
Planning Services	108,907	234,486	197,192	176,916	183,820	6,904	186,579	189,377	192,217
Fiscal Services	449,434	481,852	558,593	1,089,981	1,140,269	50,288	1,147,264	1,154,362	1,161,566
Reprographic Services	142,007	147,762	148,836	144,811	149,732	4,921	151,753	153,804	155,887
Total Administration	2,529,588	2,652,849	2,795,734	3,311,063	3,407,294	96,231	3,440,631	3,474,464	3,508,804

Roanoke County Public Schools
Annual Budget 2017-2018
Financial Section

	2013-2014 Actuals	2014-2015 Actuals	2015-2016 Actuals	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
Attendance & Health									
Attendance Services	206,343	163,906	220,266	220,629	227,542	6,913	228,190	228,848	229,515
Health Services	795,215	960,227	959,432	989,368	1,021,209	31,841	1,035,979	1,050,970	1,066,186
Psychological Services	946,899	961,518	992,580	965,903	1,024,891	58,988	1,040,265	1,055,867	1,071,706
Total Attendance and Healt	1,948,457	2,085,651	2,172,278	2,175,900	2,273,642	97,742	2,304,434	2,335,685	2,367,407
Pupil Transportation									
Management and Direction	222,413	275,937	235,164	219,629	223,515	3,886	226,833	230,200	233,617
Vehicle Operation Services	3,511,576	3,152,375	3,175,964	2,860,824	3,104,342	243,518	3,150,554	3,197,457	3,245,068
Monitoring Services	214,230	156,492	145,809	336,230	375,076	38,846	380,702	386,413	392,209
Vehicle Maintenance Services	1,780,935	1,718,363	1,684,375	1,407,929	1,362,714	(45,215)	1,372,032	1,381,490	1,391,090
Total Pupil Transportation	5,729,154	5,303,167	5,241,312	4,824,612	5,065,647	241,035	5,130,121	5,195,560	5,261,984
Operation & Maintenance									
Management and Direction	602,375	568,247	626,369	624,738	640,598	15,860	644,289	648,037	651,841
Building Services	9,303,861	9,196,567	9,193,048	9,276,956	8,752,177	(524,779)	8,793,445	8,835,332	8,877,848
Grounds Services	3,273	5,847	6,421	-	366,896	366,896	366,896	366,896	366,896
Equipment Services	471,795	493,908	554,623	507,969	473,614	(34,355)	479,473	485,419	491,455
Vehicle Services	208,041	201,565	163,895	270,704	227,502	(43,202)	227,502	227,502	227,502
Security Services	1,383	1,041	1,505	-	-	-	-	-	-
Warehouse Services	1,273,759	1,001,957	915,665	1,060,986	1,149,971	88,985	1,162,155	1,174,523	1,187,076
Total Operation and Maintenance	11,864,487	11,469,132	11,461,526	11,741,353	11,610,758	(130,595)	11,673,760	11,737,709	11,802,618
Facilities									
Building Addition	249,689	251,637	219,016	139,770	145,115	5,345	147,293	149,503	151,745
Total Facilities	249,689	251,637	219,016	139,770	145,115	5,345	147,293	149,503	151,745
Technology									
Classroom Technology	1,469,135	1,754,515	3,314,449	2,385,517	2,835,497	449,980	2,849,979	2,864,677	2,879,595
Instructional Support	2,047,751	2,089,404	2,128,129	2,390,793	2,248,541	(142,252)	2,261,146	2,273,942	2,286,931
Administration	319,103	315,866	344,205	329,516	342,350	12,834	347,485	352,698	357,988
Attendance and Health	60,074	2,597	-	-	-	-	-	-	-
Total Technology	3,896,063	4,162,382	5,786,783	5,105,826	5,426,388	320,562	5,458,610	5,491,317	5,524,514
Other Uses of Funds									
Transfers to Other Funds	12,984,793	14,400,293	11,553,191	8,426,752	8,239,719	(187,033)	8,239,719	8,239,719	8,239,719
Total Other Uses of Funds	12,984,793	14,400,293	11,553,191	8,426,752	8,239,719	(187,033)	8,239,719	8,239,719	8,239,719
Total expenditures	$134,730,406	$137,900,012	$137,565,016	$143,140,483	$145,426,976	$ 2,286,493	$147,245,852	$149,092,003	$150,965,872

Instructional Resources Fund Revenues by Source and Expenditures by Object

The Instructional Resources Fund is a self-balancing fund that maintains a fund balance from year-to-year, however it is collapsed into the General Fund for financial statement reporting at year-end. This fund consists of the costs associated with the purchase of new textbooks (in hard copy or digital format) and consumable instructional materials related to the subject areas. This fund is subsidized by the General Fund through an interfund transfer. The following is a summary of budgeted revenues by source and expenditures by object for the Instructional Resources Fund.

	2013-2014 Actuals	2014-2015 Actuals	2015-2016 Actuals	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
Revenues									
State revenues									
State reimbursement	$ 792,782	$ 842,589	$ 847,031	$ 982,106	$ 964,506	$ (17,600)	$ 983,796	$ 1,003,472	$ 1,023,541
Other revenues									
Sale of textbooks	364	11,211	39,520	2,500	5,000	2,500	5,000	5,000	5,000
Other income	6,263	5,031	2,013	5,000	2,000	(3,000)	2,000	2,000	2,000
Transfers									
Transfer from General Fund	145,146	145,146	145,146	120,146	120,146	-	120,146	120,146	120,146
Total revenues	944,555	1,003,977	1,033,710	1,109,752	1,091,652	(18,100)	1,110,942	1,130,618	1,150,687
Expenditures									
Salaries and related costs	84,341	87,051	107,786	107,154	102,368	(4,786)	103,898	105,458	107,042
Other charges	228	871	855	-	-	-	-	-	-
Materials and supplies	881,519	929,954	890,246	1,002,598	989,284	(13,314)	989,284	989,284	989,284
Capital outlay	-	6,495	-	-	-	-	-	-	-
Total expenditures	966,088	1,024,371	998,887	1,109,752	1,091,652	(18,100)	1,093,182	1,094,742	1,096,326
Excess (deficiency) of revenues over (under) expenditures	(21,533)	(20,394)	34,823	-	-	-	17,760	35,876	54,361
Beginning fund balance	63,990	42,457	22,063	-	-	-	-	17,760	53,636
Ending fund balance	$ 42,457	$ 22,063	$ 56,886	$ -	$ -	$ -	$ 17,760	$ 53,636	$ 107,997

Scheduled Adoptions/Purchases:

FY2017-18 - Social Studies, World Language (German)
FY2018-19 - Math
FY2019-20 - Reading K-5, English 6-12, and Science
FY2020-21 - Reading K-5, English 6-12, and Science
FY2021-22 - Reading K-5, English 6-12, and Science

Bus Fund Revenues by Source and Expenditures by Object

The Bus Fund is a self-balancing fund that maintains a fund balance from year-to-year, however it is collapsed into the General Fund for financial statement reporting at year-end. This fund consists of the costs associated with the purchase or replacement of school buses and support vehicles. This fund is subsidized by the General Fund through an interfund transfer. The following is a summary of budgeted revenues by source and expenditures by object for the Bus Fund.

	2013-2014 Actuals	2014-2015 Actuals	2015-2016 Actuals	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
Revenues									
Other revenues									
Sale of machinery and equipment	$ 34,382	$ 8,851	$ 8,616	$ -	$ -	$ -	$ -	$ -	$ -
Insurance refunds	12,150	34,986	3,247	-	-	-	-	-	-
Interest income	2,067	7,257	11,025	-	10,000	10,000	10,000	10,000	10,000
Transfers									
Transfer from General Fund	1,225,000	1,275,000	433,219	783,219	533,219	(250,000)	633,219	733,219	833,219
Total revenues	1,273,599	1,326,094	456,107	783,219	543,219	(240,000)	643,219	743,219	843,219
Expenditures									
Materials and supplies	-	-	6,825	-	-	-	-	-	-
Capital outlay	793,374	1,191	1,649,361	783,219	876,893	93,674	1,068,386	933,509	861,687
Total expenditures	793,374	1,191	1,656,186	783,219	876,893	93,674	1,068,386	933,509	861,687
Excess (deficiency) of revenues over (under) expenditures	480,225	1,324,903	(1,200,079)	-	(333,674)	(333,674)	(425,167)	(190,290)	(18,468)
Beginning fund balance	914,596	1,394,821	2,719,724	-	1,771,731	-	1,438,057	1,012,890	822,600
Ending fund balance	$ 1,394,821	$ 2,719,724	$ 1,519,645	$ -	$ 1,438,057	$ (333,674)	$ 1,012,890	$ 822,600	$ 804,132

Grant Fund Revenues by Source and Expenditures by Object

The Grant Fund is a special revenue fund used to account for proceeds of specific grants that are restricted to expenditures for specific purposes that are not reported in another fund. The Grant Fund accounts for federal, state, and private grants to provide critical support for the instructional program. The following is a summary of budgeted revenues by source and expenditures by object for the General Fund. The details for each revenue source will follow.

	2013-2014 Actuals	2014-2015 Actuals	2015-2016 Actuals	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
Revenues									
State revenues (1)	$ 857,239	$ 960,046	$ 926,972	$ 1,746,155	$ 1,807,442	$ 61,287	$ 1,807,442	$ 1,807,442	$ 1,807,442
Federal revenues	3,900,460	4,918,595	4,723,440	4,676,697	4,809,223	132,526	4,809,223	4,809,223	4,809,223
Other revenues	-	1,000	1,000	351,000	401,000	50,000	401,000	401,000	401,000
Total revenues	4,757,699	5,879,641	5,651,412	6,773,852	7,017,665	243,813	7,017,665	7,017,665	7,017,665
Expenditures									
Salaries and related costs	3,949,668	4,147,463	4,294,865	3,296,922	4,422,548	1,125,626	4,422,548	4,422,548	4,422,548
Contractual services	154,871	197,798	197,807	130,912	253,268	122,356	253,268	253,268	253,268
Other charges	66,981	194,461	166,509	62,981	264,029	201,048	264,029	264,029	264,029
Materials and supplies	603,049	1,306,174	1,001,341	364,405	926,820	562,415	926,820	926,820	926,820
Capital outlay	-	33,731	-	726,000	726,000	-	726,000	726,000	726,000
Contingencies (2)	-	-	-	2,192,632	425,000	(1,767,632)	425,000	425,000	425,000
Total expenditures	4,774,569	5,879,627	5,660,522	6,773,852	7,017,665	243,813	7,017,665	7,017,665	7,017,665
Excess (deficiency) of revenues over (under) expenditures	(16,870)	14	(9,110)	-	-	-	-	-	-
Beginning fund balance	92,364	75,494	75,508	-	-	-	-	-	-
Ending fund balance	$ 75,494	$ 75,508	$ 66,398	$ -	$ -	$ -	$ -	$ -	$ -

(1) During the 2016-2017 budget year the Technology Initiative was moved from the Capital Fund to the Grant Fund.
(2) During the 2017-2018 budget all grant applications were allocated to the individual object levels, previously $1,842,632 of grants were put in an unallocated line. (Title I, Title II, Title III, Mentor Teacher, Jobs for Virginia Graduates, ISAEP and part of the Virginia Preschool Initiative)

Grant Fund Revenues by Source Details

The details of Grant Fund Revenues are shown below.

	2013-2014 Actuals	2014-2015 Actuals	2015-2016 Actuals	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
State revenues									
Technology Initiative ①	-	-	-	726,000	726,000	-	726,000	726,000	726,000
Preschool Initiative	479,531	551,530	521,309	589,194	600,978	11,784	600,978	600,978	600,978
Early Reading Initiative	136,117	164,212	155,167	163,330	196,833	33,503	196,833	196,833	196,833
Algebra Readiness	95,916	90,042	89,967	96,844	93,177	(3,667)	93,177	93,177	93,177
Special Education in Regional Jail	85,035	84,735	89,140	96,260	117,365	21,105	117,365	117,365	117,365
Jobs for Virginia Graduates	42,000	42,000	50,000	50,000	50,000	-	50,000	50,000	50,000
ISAEP	15,717	15,717	15,717	15,717	15,717	-	15,717	15,717	15,717
Mentor Teacher	-	8,810	5,672	8,810	7,372	(1,438)	7,372	7,372	7,372
History to Life	1,923	-	-	-	-	-	-	-	-
Governors Academy	1,000	3,000	-	-	-	-	-	-	-
Total state revenues	857,239	960,046	926,972	1,746,155	1,807,442	61,287	1,807,442	1,807,442	1,807,442
Federal revenues									
Elementary and Secondary Education Act									
Title I Part A Programs	$ 954,017	$ 1,331,244	$ 1,199,568	$ 1,300,000	$ 1,300,000	$ -	$ 1,300,000	$ 1,300,000	$ 1,300,000
Title I Part A Distinguished Schools	-	-	17,000	-	-	-	-	-	-
Title II Part A Teacher Quality	96,442	215,097	292,584	270,000	285,000	15,000	285,000	285,000	285,000
Title III Part A Language	35,813	54,528	53,697	33,376	33,900	524	33,900	33,900	33,900
Title III Immigrant and Youth	-	4,446	1,521	-	-	-	-	-	-
Individuals with Disabilities Education Act									
Title VI-B Flow Through	2,730,375	3,194,411	3,027,171	2,989,422	3,064,982	75,560	3,064,982	3,064,982	3,064,982
Title VI-B Preschool	83,813	83,869	83,899	83,899	87,341	3,442	87,341	87,341	87,341
Title VI-B Excellence in Co-Teaching	-	35,000	35,000	-	25,000	25,000	25,000	25,000	25,000
Title VI-B Parent Resource Center	-	-	8,000	-	8,000	8,000	8,000	8,000	8,000
Title VI-B Champions Together	-	-	5,000	-	5,000	5,000	5,000	5,000	5,000
Total federal revenues	3,900,460	4,918,595	4,723,440	4,676,697	4,809,223	132,526	4,809,223	4,809,223	4,809,223
Other revenues									
Allstate	-	1,000	1,000	1,000	1,000	-	1,000	1,000	1,000
Grant contingency	-	-	-	350,000	400,000	50,000	400,000	400,000	400,000
Total other revenues	-	1,000	1,000	351,000	401,000	50,000	401,000	401,000	401,000
Total revenues	$ 4,757,699	$ 5,879,641	$ 5,651,412	$ 6,773,852	$ 7,017,665	$ 243,813	$ 7,017,665	$ 7,017,665	$ 7,017,665

① In the 2016-2017 budget year the Technology Initiative was moved from the Capital Fund to the Grant Fund.

Capital Projects Fund Revenues by Source and Expenditures by Object

The Capital Projects Fund is used to account for financial resources used for the acquisition or construction of major capital facilities, other than those financed by the General Fund. The following is a summary of budgeted revenues by source and expenditures by object for the Capital Projects Fund.

Revenues	**2013-2014 Actuals**	**2014-2015 Actuals**	**2015-2016 Actuals**	**2016-2017 Budget**	**2017-2018 Budget**	**Increase (Decrease)**	**2018-2019 Projection**	**2019-2020 Projection**	**2020-2021 Projection**
State revenues									
State education grant	$ 95,906	$ 97,222	$ 61,200	$ -	$ -	$ -	$ -	$ -	$ -
Technology Initiative (1)	726,000	726,000	726,000	-	-	-	-	-	-
Local revenues	25,000	824,058	25,000	25,000	25,000	-	25,000	25,000	25,000
Bond proceeds	-	20,003,646	-	-	20,000,000	20,000,000	10,000,000	-	10,000,000
Other revenues									
Soft drink commission	50,000	50,000	50,000	50,000	50,000	-	50,000	50,000	50,000
Rental income and other fees	19,710	21,993	20,708	20,670	20,670	-	20,670	20,670	20,670
Other income	9	13,885	2,848	-	-	-	-	-	-
Insurance refunds	2,000	2,000	-	-	-	-	-	-	-
Grant contingency	25,000	78,084	-	150,000	200,000	50,000	200,000	200,000	200,000
Transfers									
Future Capital Fund	7,728,091	4,520,478	4,366,753	1,005,000	2,665,624	1,660,624	350,000	350,000	1,771,904
Transfer from General Fund	25,000	25,000	25,000	25,000	1,025,000	1,000,000	1,025,000	1,025,000	1,025,000
Total revenues	8,696,716	26,362,366	5,277,509	1,275,670	23,986,294	22,710,624	11,670,670	1,670,670	13,092,574
Expenditures									
Salaries and related costs	7,363	14,296	4,758						
Contractual services	57,693	252,940	207,099						
Other charges	84,858	52,907	36,998						
Materials and supplies	440,567	194,430	67,081						
Capital outlay	6,933,456	22,675,417	10,955,795						
Debt service	1,886,478	788,306	385,858						
Future projects:									
Cave Spring High School Renovation				-	27,000,000	27,000,000	8,500,000	-	-
William Byrd High School Renovation				-	-	-	1,500,000	-	12,879,955
Capital Maintenance Plan				1,000,000	1,000,000	-	1,000,000	1,000,000	1,000,000
Human Resource and Payroll System				5,000	50,000	45,000	350,000	350,000	-
Other capital projects				70,670	182,750	112,080	70,670	70,670	70,670
Bogle Reserves				50,000	50,000	-	50,000	50,000	50,000
Grant contingency				150,000	200,000	50,000	200,000	200,000	200,000
Total expenditures	9,410,415	23,978,296	11,657,589	1,275,670	28,482,750	27,207,080	11,670,670	1,670,670	14,200,625
Excess (deficiency) of revenues over (under) expenditures	(713,699)	2,384,070	(6,380,080)	-	(4,496,456)	(4,496,456)	-	-	(1,108,051)
Beginning fund balance	17,699,323	16,985,624	19,369,694	-	4,496,456	-	8,493,158	8,493,158	8,493,158
Ending fund balance	$ 16,985,624	$ 19,369,694	$ 12,989,614	$ -	$ -	$ (4,496,456)	$ 8,493,158	$ 8,493,158	$ 7,385,107

(1) During the 2016-2017 budget year the Technology Initiative was moved from the Capital Fund to the Grant Fund.

Nutrition Fund Revenues by Source and Expenditures by Object

The Nutrition Fund is a special revenue fund used to account for activities of the nutrition program. The Nutrition Fund accounts for the revenues and expenditures necessary to operate school cafeterias. The primary source of funding for this budget comes from cafeteria sales and federal reimbursements for free and reduced lunches. This fund is self-supporting. The following is a summary of budgeted revenues by source and expenditures by object for the Nutrition Fund.

	2013-2014 Actuals	2014-2015 Actuals	2015-2016 Actuals	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
Revenues									
State revenues									
State reimbursement	$ 98,426	$ 96,790	$ 100,444	$ 102,110	$ 109,434	$ 7,324	$ 111,623	$ 113,855	$ 116,132
Federal revenues									
Federal reimbursement	2,346,774	2,322,183	2,441,118	2,442,000	2,442,000	-	2,399,160	2,357,177	2,316,033
Other revenues									
Charges for services	3,013,951	3,015,530	2,955,049	3,465,000	3,465,000	-	3,465,000	3,465,000	3,465,000
Rebates and refunds	36,599	8,884	15,874	30,000	30,000	-	30,000	30,000	30,000
Interest income	1,922	4,406	10,656	2,770	2,770	-	2,770	2,770	2,770
Other income	4,456	4,883	-	5,000	5,000	-	5,000	5,000	5,000
Grant contingency	-	-	-	25,000	25,000	-	25,000	25,000	25,000
Transfers									
Transfer from General Fund	-	76,432	-	-	-	-	-	-	-
Total revenues	5,502,128	5,529,108	5,523,141	6,071,880	6,079,204	7,324	6,038,553	5,998,802	5,959,935
Expenditures									
Salaries and related costs	2,888,792	2,288,916	2,201,048	2,614,406	2,750,816	136,410	2,792,077	2,833,951	2,876,457
Contractual services	69,029	81,756	71,870	82,500	82,500	-	82,500	82,500	82,500
Internal services	10,209	8,476	8,126	10,300	10,335	35	10,335	10,335	10,335
Other charges	13,316	9,479	11,103	21,700	23,700	2,000	23,700	23,700	23,700
Materials and supplies	2,555,207	2,555,199	2,471,995	2,877,497	2,883,794	6,297	2,883,794	2,883,794	2,883,794
Capital outlay	57,634	78,992	56,493	440,477	303,059	(137,418)	303,059	303,059	303,059
Contingencies	-	-	-	25,000	25,000	-	25,000	25,000	25,000
Total expenditures	5,594,187	5,022,818	4,820,635	6,071,880	6,079,204	7,324	6,120,465	6,162,339	6,204,845
Excess (deficiency) of revenues over (under) expenditures	(92,059)	506,290	702,506	-	-	-	(81,912)	(163,537)	(244,910)
Beginning fund balance	1,031,946	939,887	1,446,177	-	-	-	2,148,683	2,066,771	1,903,234
Ending fund balance	$ 939,887	$ 1,446,177	$ 2,148,683	$ -	$ -	$ -	$ 2,066,771	$ 1,903,234	$ 1,658,324

Nutrition Fund Expenditures by Location

The details of Nutrition Fund Expenditures by location are shown below.

	2013-2014 Actuals	2014-2015 Actuals	2015-2016 Actuals	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
Central Office	$ 853,551	$ 707,950	$ 641,165	$ 1,295,825	$ 1,177,455	$ (118,370)	$ 1,183,008	$ 1,188,643	$ 1,194,363
High Schools									
Cave Spring High School	236,933	215,900	200,215	232,813	253,175	20,362	255,150	257,154	259,189
Glenvar High School*	294,105	280,547	280,160	322,802	334,143	11,341	336,444	338,779	341,150
Hidden Valley High School	243,004	222,623	170,252	246,793	250,862	4,069	252,518	254,199	255,905
Northside High School	317,816	328,081	302,345	346,585	352,769	6,184	355,098	357,462	359,861
William Byrd High School	291,944	245,525	247,550	308,779	298,494	(10,285)	300,426	302,386	304,377
High Schools Total	1,383,802	1,292,676	1,200,522	1,457,772	1,489,443	31,671	1,499,636	1,509,980	1,520,482
Middle Schools									
Cave Spring Middle School	209,215	211,055	203,770	195,158	200,681	5,523	202,252	203,847	205,466
Hidden Valley Middle School	189,949	168,339	167,606	204,055	205,978	1,923	207,383	208,809	210,257
Northside Middle School	283,711	229,379	222,263	261,983	266,347	4,364	268,145	269,970	271,823
William Byrd Middle School	245,094	218,095	229,844	245,824	252,475	6,651	254,322	256,195	258,097
Middle Schools Total	927,969	826,868	823,483	907,020	925,481	18,461	932,102	938,821	945,643
Elementary Schools									
Back Creek Elementary School	110,414	102,906	90,021	115,068	128,742	13,674	129,814	130,902	132,006
Bonsack Elementary School	156,282	136,784	129,650	156,453	160,351	3,898	161,678	163,025	164,393
Burlington Elementary School	220,196	157,401	156,224	189,044	192,176	3,132	193,606	195,057	196,530
Cave Spring Elementary School	156,716	133,151	127,036	157,350	176,276	18,926	177,746	179,239	180,753
Clearbrook Elementary School	111,297	100,613	102,909	115,616	109,273	(6,343)	110,146	111,032	111,930
Fort Lewis Elementary School	86,586	81,621	77,370	93,596	103,835	10,239	104,630	105,437	106,257
Glen Cove Elementary School	189,616	188,491	171,899	171,492	181,555	10,063	182,952	184,369	185,808
Glenvar Elementary School	145,573	130,972	138,251	142,556	154,360	11,804	155,512	156,681	157,865
Green Valley Elementary School	161,604	149,954	152,604	159,962	152,268	(7,694)	153,484	154,718	155,970
Herman L. Horn Elementary Schoc	172,394	159,200	171,336	164,829	168,135	3,306	169,183	170,247	171,328
Masons Cove Elementary School	104,060	101,533	97,181	110,947	113,967	3,020	114,856	115,758	116,674
Mount Pleasant Elementary School	139,018	138,907	143,658	154,145	156,751	2,606	158,042	159,352	160,683
Mountain View Elementary School	157,505	160,486	154,021	190,160	194,479	4,319	195,879	197,301	198,744
Oak Grove Elementary School	145,549	138,245	140,376	143,086	154,347	11,261	155,451	156,571	157,707
Penn Forest Elementary School	167,612	136,778	130,702	177,998	154,353	(23,645)	155,516	156,696	157,892
W.E. Cundiff Elementary School	204,443	178,282	172,227	168,961	185,957	16,996	187,224	188,510	189,817
Elementary Schools Total	2,428,865	2,195,324	2,155,465	2,411,263	2,486,825	75,562	2,505,719	2,524,895	2,544,357
Total Expenditures	$ 5,594,187	$ 5,022,818	$ 4,820,635	$ 6,071,880	$ 6,079,204	$ 7,324	$ 6,120,465	$ 6,162,339	$ 6,204,845

*The Glenvar High School Cafeteria includes Glenvar Middle School

Laptop Fund Revenues by Source and Expenditures by Object

The Laptop Fund includes the laptop computer warranty reimbursements and the related replacement of parts and batteries. The following is a summary of budgeted revenues by source and expenditures by object for the Laptop Fund.

	2013-2014 Actuals	2014-2015 Actuals	2015-2016 Actuals	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
Revenues									
Other revenues									
Laptop fees (1)	$ 217,353	$ 219,888	$ 272,025	$ -	$ -	$ -	$ -	$ -	$ -
Warranty reimbursements	147,824	157,426	94,517	100,000	100,000	-	100,000	100,000	100,000
Interest income	3,378	4,910	7,536	-	-	-	-	-	-
Fees from damages	676	-	-	-	-	-	-	-	-
Rebates and refunds	-	-	869	-	-	-	-	-	-
Sale of equipment	-	-	-	-	53,780	53,780	-	-	-
Transfers									
Transfer from General Fund	-	-	170,398	-	-	-	-	-	-
Total revenues	369,231	382,224	545,345	100,000	153,780	53,780	100,000	100,000	100,000
Expenditures									
Salaries and related costs	9,492	7,753	13,516	21,530	21,530	-	21,853	22,180	22,513
Contractual services	-	15,000	-	-	-	-	-	-	-
Other charges	318	193,339	-	-	-	-	-	-	-
Materials and supplies	96,023	283,851	82,585	78,470	132,250	53,780	132,250	132,250	132,250
Transfers (1)	-	-	193,800	-	203,960	203,960	-	-	-
Total expenditures	105,833	499,943	289,901	100,000	357,740	257,740	154,103	154,430	154,763
Excess (deficiency) of revenues over (under) expenditures	263,398	(117,719)	255,444	-	(203,960)	(203,960)	(54,103)	(54,430)	(54,763)
Beginning fund balance	1,040,437	1,303,835	1,186,116	-	1,441,560	1,237,600	1,237,600	1,183,497	1,129,067
Ending fund balance	$ 1,303,835	$ 1,186,116	$ 1,441,560	$ -	$ 1,237,600	$ 1,033,640	$ 1,183,497	$ 1,129,067	$ 1,074,304

(1) During the 2016-2017 budget year the Student Laptop Fees were moved from the Laptop Fund to the General Fund.


Balance
School Climate
Professional Growth
Support Services
Learning Culture
Citizenship
Collaboration
Creativity
Critical Thinking
Communication
DEEPER LEARNING

INFORMATIONAL SECTION



Green Valley Elementary
Playground Ribbon Cutting
September 27, 2016


Balance
School Climate
Professional Growth
Support Services
Learning Culture
Citizenship
Collaboration
Creativity
Critical Thinking
Communication
DEEPER LEARNING

Roanoke County Public Schools
Annual Budget 2017-2018
Informational Section

This part of the School System's Annual Budget presents detailed information on past and future budgets, as well as factors that influence the proposed budget. The schedules contained herein puts the proposed budget into context and explains past budget decisions. It also helps reveal the impact of past and current decisions on future budgets and budget results should current trends continue beyond the budget year.

FINANCIAL TRENDS

These schedules contain trend information to help the reader understand how the School System's financial performance and well-being have changed over time.

ENROLLMENT TRENDS

The single greatest determinant of resource needs for any school is the size of its student enrollment. Spending on personnel services, materials and supplies, and capital infrastructure is often derived directly or indirection from populations.

PERSONNEL RESOURCES

A significant portion of the school budget is allocated to personnel costs. A good indicator of these costs is personnel resource allocations or staffing levels. Staffing levels can also be an indicator of the School System's commitment to specific programs.

DEBT CAPACITY

These schedules present information to help the readers assess the affordability of the County's current levels of outstanding debt and the County's ability to issue additional debt in the future for the School System's capital improvements.

PERFORMANCE MEASURES

Performance measurement is a process for determining how well the school System is accomplishing its mission through the delivery of programs, services, or processes. Performance measurement systems provide accountability to the citizenry by identifying results and evaluating past resource allocation decisions. Furthermore, performance measurement facilitates future decision-making regarding resource allocation and service delivery options.

OTHER USEFUL INFORMATION

This section includes a variety of information and schedules that are not included in one of the other sections but prove useful to a stakeholder when reviewing the Annual Budget.

Roanoke County Public Schools
Annual Budget 2017-2018
Fund Balance

Fiscal Year	General Fund Budget	Emergency Fund Balance	Emergency Fund Balance as a % of Budget	Remaining General Fund Balance	Remaining General Fund Balance as a % of Budget
2006-07	$127,332,873	$1,300,000	1.02%	$6,992,833	5.49%
2007-08	135,091,375	2,000,000	1.48%	5,288,063	3.91%
2008-09	143,223,216	1,000,000	0.70%	4,651,042	3.25%
2009-10	137,909,128	2,671,290	1.94%	6,949,138	5.04%
2010-11	128,821,750	2,000,000	1.55%	10,357,793	8.04%
2011-12	131,373,270	2,000,000	1.52%	3,314,246	2.52%
2012-13	132,912,485	2,000,000	1.50%	1,655,551	1.25%
2013-14	133,799,052	2,000,000	1.49%	2,892,607	2.16%
2014-15	135,738,864	2,000,000	1.47%	2,597,340	1.91%
2015-16	136,696,797	2,000,000	1.46%	4,447,475	3.25%

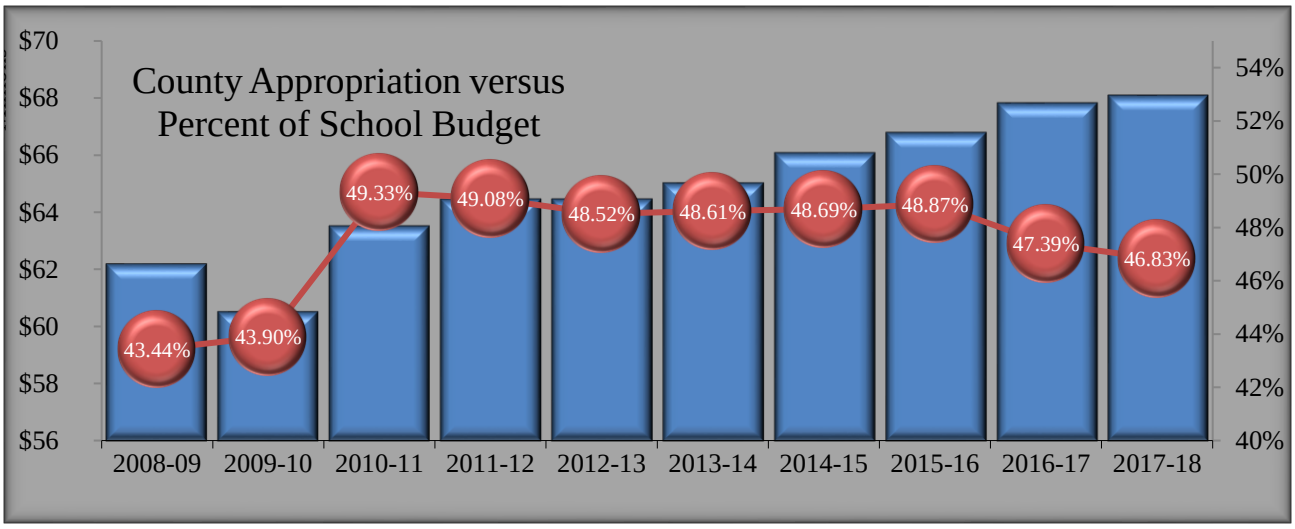
The School System established an emergency contingency balance in 2006-07 to ensure unforeseen revenue losses could be covered without exceeding the annual budget. In the 2007-08 annual budget, the School Board voted to increase this balance by $700,000. During the 2008-09 budget, the School Board voted to give $1,000,000 to the Board of Supervisors for current year losses. During 2009-10 the Board of Supervisors subsequently voted to return the funds. In the meantime, the School Board voted to replenish $671,290 of the emergency contingency balance. During 2010-11 the School Board voted to transfer this extra emergency contingency to the capital projects.

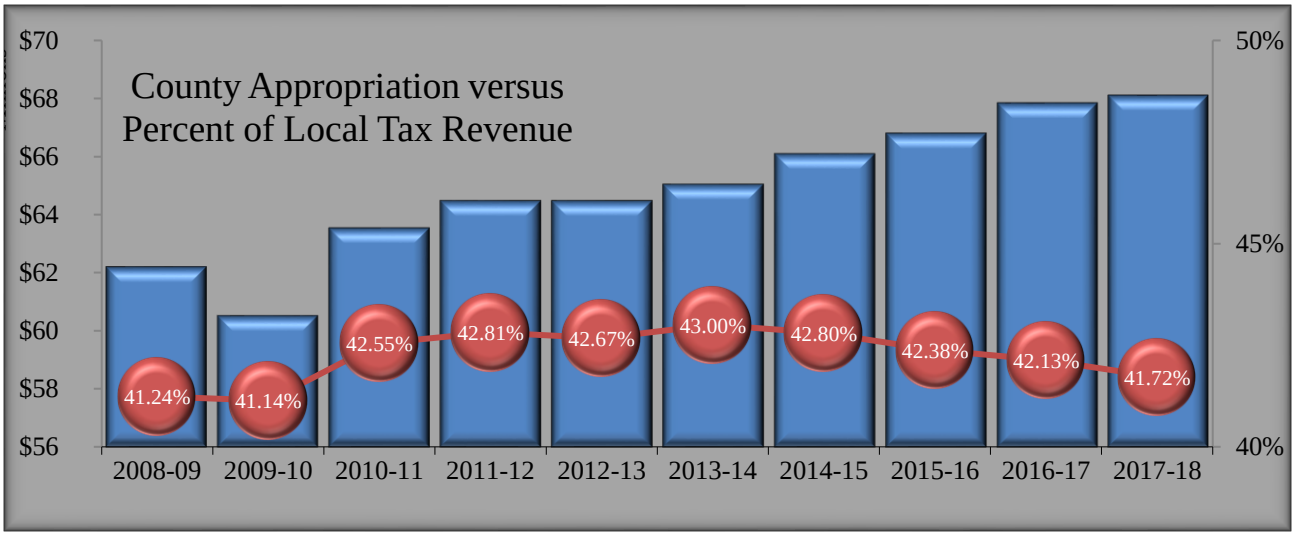
The remaining general fund balance, excluding encumbrances, is allocated 1/3 to minor capital projects and 2/3 to major capital projects in accordance with School Board Policy.

Source: Department of Finance

Roanoke County Public Schools
Annual Budget 2017-2018
Local Appropriation

Year	Local Appropriation	Dollar Change	% Change	Total Budget	% of Budget	Local Tax Revenue	% of Local Revenue
2008-09	$62,214,926	-$687,870	-1.09%	$143,223,216	43.44%	$150,850,732	41.24%
2009-10	60,543,357	(1,671,569)	-2.69%	137,909,128	43.90%	147,179,000	41.14%
2010-11	63,543,357	3,000,000	4.96%	128,821,750	49.33%	149,344,250	42.55%
2011-12	64,484,024	940,667	1.48%	131,373,270	49.08%	150,620,340	42.81%
2012-13	64,484,024	0	0.00%	132,912,485	48.52%	151,109,000	42.67%
2013-14	65,045,318	561,294	0.87%	133,799,052	48.61%	151,259,000	43.00%
2014-15	66,097,425	1,052,107	1.62%	135,738,864	48.69%	154,433,350	42.80%
2015-16	66,804,707	707,282	1.07%	136,696,797	48.87%	157,626,175	42.38%
2016-17	67,839,376	1,034,669	1.55%	143,140,483	47.39%	161,029,473	42.13%
2017-18	68,098,215	258,839	0.38%	145,426,976	46.83%	163,235,794	41.72%

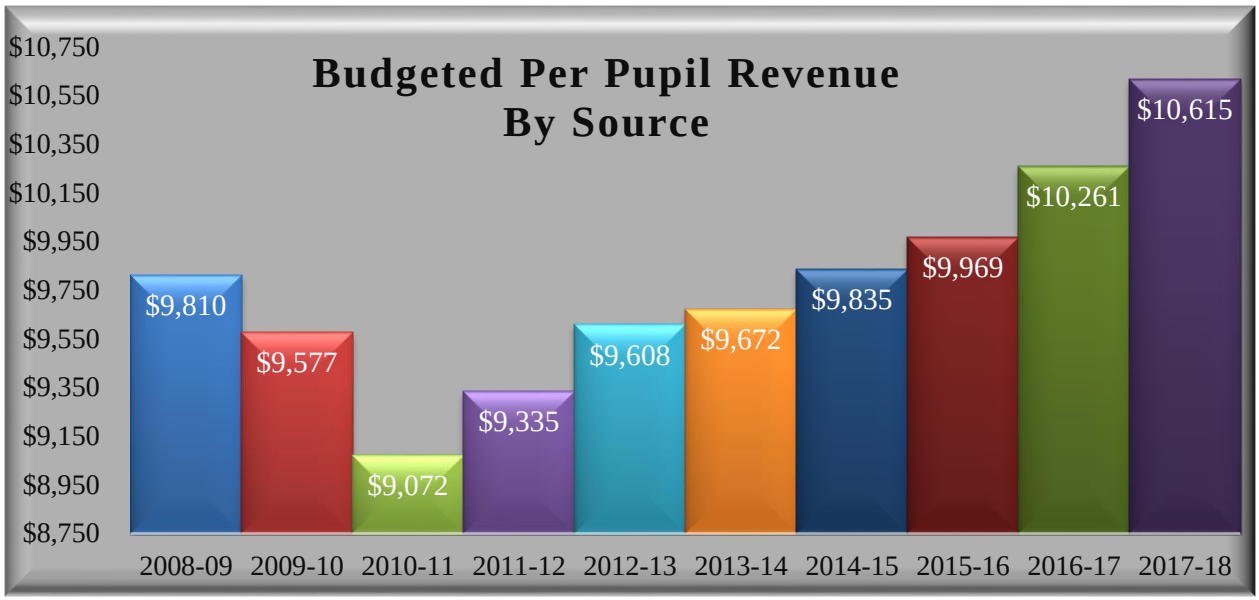




Source: Local tax revenue from County of Roanoke Annual Fiscal Plan.

Roanoke County Public Schools
Annual Budget 2017-2018
Budgeted Revenues Per Pupil

Year	ADM	Local	State Aid	Sales Tax	Federal Aid	Other	Total
2008-09	14,600	$4,261	$4,478	$993	$13	$65	$9,810
2009-10	14,400	4,204	4,064	971	281	57	9,577
2010-11	14,200	4,475	3,426	972	134	65	9,072
2011-12	14,074	4,582	3,558	1,066	17	112	9,335
2012-13	13,835	4,661	3,766	1,004	20	157	9,608
2013-14	13,835	4,702	3,745	1,004	18	203	9,672
2014-15	13,801	4,789	3,928	1,010	19	89	9,835
2015-16	13,712	4,872	3,920	1,067	19	91	9,969
2016-17	13,950	4,863	4,195	1,075	46	82	10,261
2017-18	13,700	4,971	4,382	1,108	27	127	10,615



Source: Department of Finance

Roanoke County Public Schools
Annual Budget 2017-2018
Required Local Match

Year	General Fund Budget	Estimated Local Match	Local Funding	% in Excess of Match
2008-09	$143,223,216	$31,717,785	$62,214,926	196.15%
2009-10	137,909,128	28,236,356	60,543,357	214.42
2010-11	128,821,750	25,992,473	63,543,357	244.47
2011-12	131,373,270	25,715,276	64,484,024	250.76
2012-13	132,912,485	29,512,140	64,484,024	218.50
2013-14	133,799,052	28,845,037	65,045,318	225.50
2014-15	135,738,864	31,239,583	66,097,425	211.58
2015-16	136,696,797	31,734,268	66,804,707	210.51
2016-17	143,140,483	33,727,340	67,839,376	201.14
2017-18	145,426,976	TBD	68,098,215	TBD

The School System is required to satisfy required local effort to receive state funding for education. The above amounts represent the estimated required local match included in the General Assembly adopted budgets for the past nine years. This table is compiled using available data.

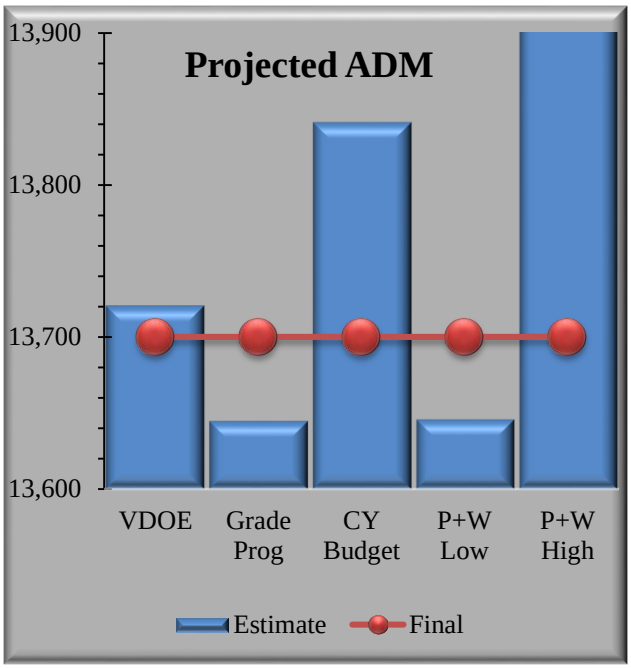
Source: Department of Finance

Roanoke County Public Schools
Annual Budget 2017-2018
Student Enrollment Projection Methodology

Student enrollment projections are a major consideration when developing the School Board budget since approximately 50% of the revenues are based on enrollment. In addition, enrollment drives the number of instructional and support staff needed to provide quality programs to students.

Because the majority of the school budget hinges upon the stability of the enrollment projection, the School Board uses several methods to project enrollment at a conservative estimate for the next year.

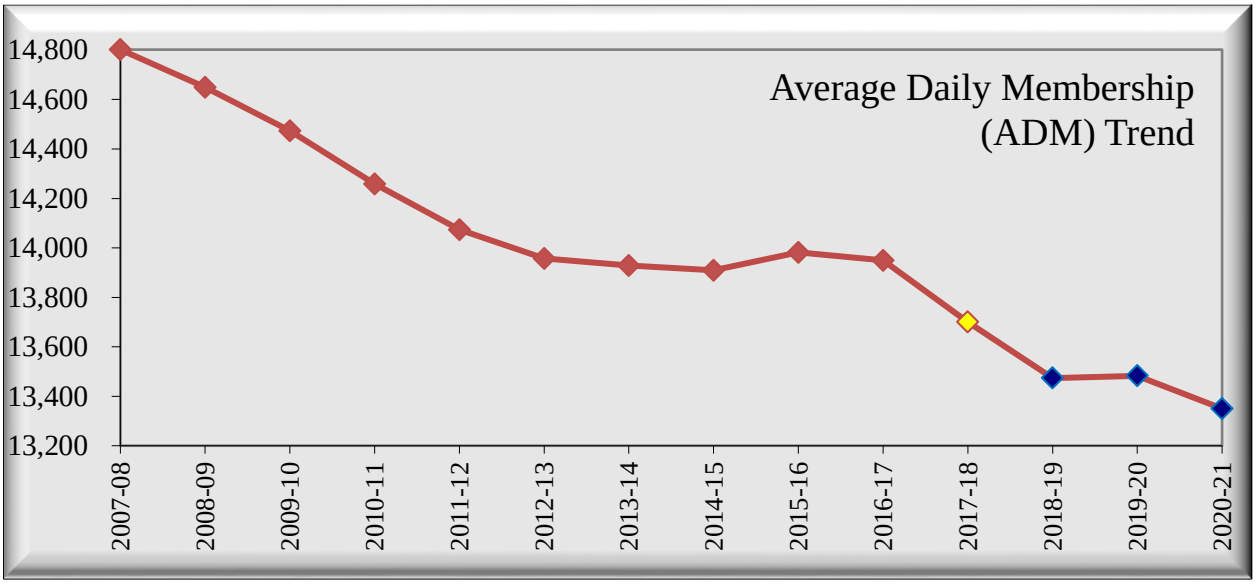
For purposes of the 2017-2018 budget, the School Board compared the following calculations.



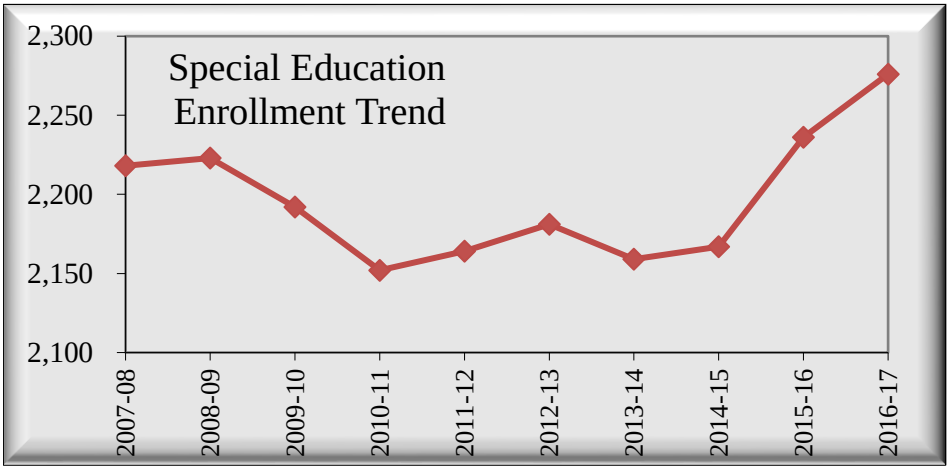
Virginia Department of Education	The state uses the Weldon-Cooper Center to project enrollment for each school system in the state. As qualified by the state, "although we have confidence in the accuracy of our ADM projections on a statewide basis, experience has shown that the accuracy of our projections for individual divisions may vary." We have seen large variances in VDOE accuracy in some years using this method.	13,721
Grade Progression	Using student data in Synergy, we project enrollment for the next year based on existing students moving up one grade (grade progression) and estimating new kindergarten enrollments. We are estimating that 918 students in kindergarten will replace 1156 graduating seniors, representing a net loss of 238 students.	13,645
Current Budgeted ADM versus Projected ADM	Current budgeted ADM for FY2016-2017 is 13,950. The actual ADM calculation is based on average enrollment through March 31, 2017 which will not be available to the School Board until late April 2017 (after the adoption of the school budget for 2017-2018).	13,841
Demographic Study	The Cropper GIS study conducted in 2015 projects enrollment by school and grade for the next 10 years with a 2% margin of error. The demographer projected enrollment of 14,044 in FY2017-2018, or a decline in enrollment of 44 students. With a 2% margin of error and approximately 120 students included in the demographic study that are not eligible for SOQ funding, the worst case calculation from the study would be 13,646 (14,044 – 120 ineligible times 98% = 13,645) and the best case scenario would be 13,924 (14,044 – 120 = 13,924).	13,646 to 13,924

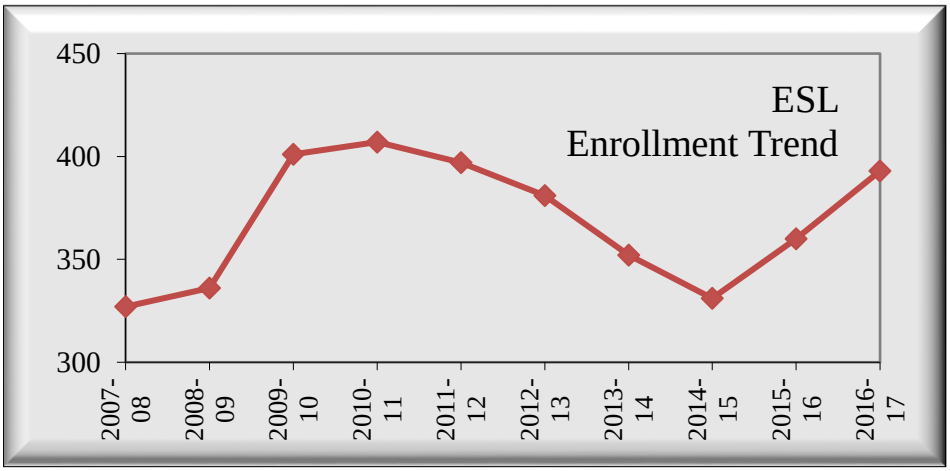
This recommendation is based on a review of all of the projection methods above as well as the historical enrollment data for Roanoke County Schools. The 2017-2018 budget will be based on an ADM projection of 13,700.

Roanoke County Public Schools
Annual Budget 2017-2018
Student Enrollment Trends



Note: 2017-18 reflects budgeted ADM, 2018-19 through 2020-21 are forecasted.





Sources: Administration and Pupil Personnel Departments

Roanoke County Public Schools
Annual Budget 2017-2018
Student Enrollment

Fiscal Year	Method	September Enrollment	Average Daily Membership	Annual Growth	Special Education Enrollment	ESL Enrollment
		①	①		②	③
2007-08	Actual	14,931	14,802	0.17%	2,218	327
2008-09	Actual	14,742	14,650	-1.03%	2,223	336
2009-10	Actual	14,583	14,474	-1.20%	2,192	401
2010-11	Actual	14,389	14,259	-1.49%	2,152	407
2011-12	Actual	14,157	14,074	-1.30%	2,164	397
2012-13	Actual	14,102	13,958	-0.82%	2,181	381
2013-14	Actual	14,054	13,929	-0.21%	2,159	352
2014-15	Actual	13,972	13,909	-0.14%	2,167	331
2015-16	Actual	14,135	13,982	0.52%	2,236	360
2016-17	Actual	13,990	13,950	-0.23%	2,276	393
2017-18	**Adopted**		**13,700**	**-1.79%**		
2018-19	Projection		13,474	-1.65%		
2019-20	Projection		13,483	0.07%		
2020-21	Projection		13,350	-0.99%		

Sources:
① Administration (ADM based on average through March 31)
② Pupil Personnel Services
③ Instruction

Method for Forecasting 2018-2019 through 2020-2021

During 2015, Cropper GIS performed a demographic study to forecast student enrollment trends through school year 2025-2026. The forecast takes into consideration any factors that may impact the extrapolation of historical trends into the future. Data was pulled from School System attendance records from 2011 through 2016; Virginia Department of Health birth and death rates from 2000 through 2014; IRS migration reports from 2000 through 2011; and other sources. Population and migration historical data and trends provide a basis for enrollment forecasts. Cropper GIS claims forecast results within a 2% margin of error.

Since the School System bases its estimate of ADM on multiple calculations as noted on the previous page, the forecasts noted on this page reflect the application of the Cropper GIS future annual percent of change applied to the 2017-2018 adopted ADM. This incorporates expected future trends from the Cropper GIS study using current budgeted ADM as a starting point.

Year	Cropper GIS	Forecast Change	Forecast
2018-19	13,700	-1.65%	13,474
2019-20	13,474	0.07%	13,483
2020-21	13,483	-0.99%	13,350

Roanoke County Public Schools
Annual Budget 2017-2018
Student Enrollment By School

	2007-08	2008-09	2009-10	2010-11	2011-12 ①	2012-13	2013-14	2014-15	2015-16	2016-17
High Schools										
Cave Spring	879	877	863	833	850	901	956	988	1,024	1,049
Glenvar	635	655	668	626	587	585	564	549	564	567
Hidden Valley	1,220	1,199	1,167	1,116	1,061	1,000	1,007	1,022	951	927
Northside	1,001	984	1,026	1,010	1,012	995	978	1,004	1,044	1,030
William Byrd	1,259	1,209	1,184	1,178	1,132	1,182	1,173	1,141	1,143	1,095
Middle Schools										
Cave Spring	621	606	610	633	655	718	724	740	769	753
Glenvar	469	440	406	427	406	398	399	427	434	452
Hidden Valley	797	790	762	761	762	658	649	598	595	581
Northside	796	767	692	688	730	733	747	708	678	673
William Byrd	897	879	913	888	932	857	832	792	804	809
Elementary Schools										
Back Creek	321	299	286	314	295	324	288	296	302	290
Bent Mountain	62	61	58	0	0	0	0	0	0	0
Bonsack	450	471	447	446	411	417	412	392	367	380
Burlington	450	430	455	452	427	432	424	413	443	417
Cave Spring	489	468	445	425	459	455	461	459	472	470
Clearbrook	244	235	247	236	266	288	312	329	326	331
Fort Lewis	206	212	233	234	223	234	218	226	220	223
Glen Cove	427	434	442	437	429	428	440	426	418	430
Glenvar	372	364	360	366	360	354	363	340	383	382
Green Valley	350	358	376	340	371	397	412	452	485	479
Herman L Horr	421	420	410	416	405	402	403	365	395	394
Mason's Cove	199	194	188	199	193	208	204	210	228	214
Mount Pleasant	299	313	317	314	333	304	321	334	331	299
Mountain View	440	462	450	456	449	426	388	368	364	344
Oak Grove	537	524	540	544	481	470	428	434	435	440
Penn Forest	574	579	565	567	464	471	458	445	445	448
W. E. Cundiff	516	512	473	483	464	465	493	514	515	513
Total	14,931	14,742	14,583	14,389	14,157	14,102	14,054	13,972	14,135	13,990

Source: Office of Pupil Assignment. Information provided on actual student enrollment on September 30.

① The School Board implemented a redistricting plan for south Roanoke County schools to better utilize additional room provided by the renovation of Cave Spring Elementary, Green Valley Elementary, and Cave Spring Middle schools. Areas of south Roanoke County were redistricted to balance enrollment in all six elementary schools in the region.

Student enrollment in September differs from average daily membership (ADM) which is calculated on average enrollment from the first day of school through March 31st of each year.

Roanoke County Public Schools
Annual Budget 2017-2018
Full-Time Equivalent (FTE) Positions

	Actual 2008-09	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Actual 2013-14	Actual 2014-15	Actual 2015-16	Actual 2016-17	Proposed 2017-18
			①			②			③	④
Board Member	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Administrator	28.6	15.4	13.8	14.0	8.5	8.6	14.0	15.0	15.0	15.0
Principal	29.5	29.0	27.0	27.0	27.3	27.0	27.0	27.0	27.0	27.0
Assistant Principal	28.5	28.0	26.9	26.0	25.3	24.9	25.0	25.5	25.5	25.5
Teachers	1,292.1	1,224.1	1,167.8	1,186.2	1,173.5	1,173.7	1,161.8	1,178.5	1,187.5	1,207.5
Instructional Assistant	312.8	289.8	299.4	293.7	283.9	278.2	278.8	284.0	315.0	326.0
Secretary	76.5	75.5	68.9	78.3	78.0	79.1	68.0	67.0	67.0	65.0
Specialists	3.8	5.9	5.0	6.9	6.0	6.0	5.0	9.0	11.0	11.0
Attendance & Health	59.2	56.6	44.9	37.7	39.2	38.7	45.0	47.0	46.0	42.0
Transportation	194.8	189.0	187.4	191.7	190.1	183.6	192.0	183.0	215.0	219.0
Maintenance	168.6	170.2	154.3	153.4	151.7	140.1	116.0	104.0	95.0	99.0
Technology	51.7	49.2	41.9	38.6	39.3	38.4	35.0	35.0	39.0	35.0
School Nutrition	145.2	136.8	128.7	126.0	120.0	117.5	120.0	115.0	146.0	151.0
Total	2,396.3	2,274.4	2,170.9	2,184.5	2,147.5	2,120.8	2,092.6	2,095.0	2,194.0	2,228.0

The Full-Time Equivalent positions include full-time, part-time, hourly, supplemental, and seasonal positions paid during the year and presented in the Annual School Report submitted to the Department of Education each September.

① Reclassification of physical and occupational therapy positions to instruction category.
② Began to out-source custodial services in phased in approach.
③ During the 2016-17 school year, Transportation and Nutrition FTE increased because timesheet positions were converted to contracted positions. In addition, the School Board voted to add 31.5 positions (21 of these were the conversion of the bus aides on Special Education buses to contracted positions.)
④ Reclassification of Social Workers from Attendance & Health to Teacher category.

Sources: Actual from Annual School Report; Proposed from Department of Human Resources

Roanoke County Public Schools
Annual Budget 2017-2018
Teacher Salary Information

Fiscal	Bachelor Degree		Masters Degree		Doctorate Degree	
Year	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
2008-09	$35,000	$57,125	$36,605	$59,400	$38,210	$61,675
2009-10*	35,000	57,125	36,605	59,400	38,210	61,675
2010-11*	35,000	57,125	36,605	59,400	38,210	61,675
2011-12**	35,700	58,268	37,305	60,543	38,910	62,818
2012-13	36,000	63,366	37,605	65,641	39,210	67,916
2013-14*	36,000	63,366	37,605	65,641	39,210	67,916
2014-15	36,000	64,633	37,605	66,908	39,210	69,183
2015-16	36,000	66,249	37,605	68,524	39,210	70,799
2016-17	38,585	59,420	40,985	61,820	42,585	63,420
2017-18	38,585	59,420	40,985	61,820	42,585	63,420

* The School Board froze all salaries in response to national, state, and local economic conditions.
** The School Board extended the teacher work day to 7 hours 20 minutes and approved a 2% contract adjustment.

Source: Department of Finance

Roanoke County Public Schools
Annual Budget 2017-2018
Ratio of Annual Debt Service Expenditures to Local Government Expenditures

	Principal	Interest	Total Debt Service	Total Local Government Expenditures	Percent of Debt Service to Local Expenditures
2006-07	$8,255,178	$5,416,678	$13,671,856	$249,483,423	5.48%
2007-08	8,306,035	5,067,780	13,373,815	264,828,020	5.05
2008-09	10,323,705	8,799,844	19,123,549	261,966,425	7.30
2009-10	9,964,540	9,437,308	19,401,848	249,060,950	7.79
2010-11	12,269,096	9,563,361	21,832,457	256,550,611	8.51
2011-12	12,534,407	9,050,745	21,585,152	260,375,790	8.29
2012-13	13,129,978	8,952,723	22,082,701	259,491,199	8.51
2013-14	10,593,023	8,168,073	18,761,096	260,570,779	7.20
2014-15	11,389,614	7,887,332	19,276,946	269,891,195	7.14
2015-16	13,104,653	7,546,808	20,651,461	272,818,478	7.57

Source: Roanoke County Finance Department

Roanoke County Public Schools
Annual Budget 2017-2018
Outstanding Debt Issuances Funded by Local Government

Issued	Debt Issue	June 30, 2016
1996	$1,300,000 - 1996 Series B VPSA Bonds due in annual installments of $65,000 through July 15, 2016; interest at 5.2%	65,000
1998	$7,965,000 - 1998 Series A VPSA Bonds due in annual installments of $395,000 through January 15, 2018; interest at 5.1%	1,185,000
1998	$4,724,924 - 1998 Series B VPSA Bonds due in annual installments of $243,559 to $248,659 through January 15, 2018; interest at 5.1%	738,262
1999	$6,920,000 - 1999 Series B VPSA Bonds due in annual installments of $345,000 through July 15, 2019; interest at 6.1%	1,380,000
2001	$16,500,000 - 2001 Series A VPSA Bonds due in annual installments of $825,000 through July 15, 2021; interest at 5.1%	5,027,166
2001	$12,968,814 - 2001 Series B VPSA Bonds due in annual installments of $662,170 to $683,564 through July 15, 2021; interest at 3.1% to 5.1%	4,055,317
2003	$20,630,000 - 2003 Series C VPSA Bonds due in annual installments of $1,030,000 through July 15, 2023; interest at 4.6% to 5.4%	8,788,296
2007	$14,900,000 - 2007 Series A Non-subsidized VPSA Bonds due in annual installments of $745,000 through July 15, 2027; interest at 4.4% to 5.1%	9,413,152
2007	$6,364,713 - 2007 Series B Subsidized VPSA Bonds due in annual installments of $308,371 to $371,160 through July 15, 2027; interest at 4.4% to 5.1%	4,249,874
2009	$43,830,000 - 2009 Series B VPSA Bonds due in annual installments of $2,190,000 to $2,195,000 through July 15, 2029; interest at 4.0% to 5.0%	33,280,354
2011	$9,080,000 - 2011 VPSA Bonds due in annual installments of $450,000 to $455,000 through July 15, 2031: interest at 3.3% to 5.1%	8,000,030
2014	$17,835,000 - 2014 Series C VPSA Bonds due in annual installments of $890,000 to $895,000 through July 15,2029; interest at 3.6% to 5.1%	18,967,354
		$ 95,149,805

All of these debt issues are borrowed by the County of Roanoke (governing body) and are shown here as additional information only. The School System is not obligated for repayment of these debt issues. VPSA bonds are continuously evaluated by the Department of the Treasury for refunding when the market rates indicate savings potential. Refinancing credits are refunded to localities based on the present value savings in lieu of exchanging the original bonds resulting in overall lower cost refundings.

Source: Roanoke County Finance Department

Roanoke County Public Schools
Annual Budget 2017-2018
Amortization of Outstanding Debt Issues Funded by Local Government

	Virginia Public School		Total	
	Principal	Interest	Principal	Interest
2017	$ 8,664,170	$ 4,051,613	$ 8,664,170	$ 4,051,613
2018	8,612,694	3,643,291	8,612,694	3,643,291
2019	8,626,925	3,226,472	8,626,925	3,226,472
2020	7,995,492	2,840,204	7,995,492	2,840,204
2021	7,656,346	2,487,241	7,656,346	2,487,241
2022-2026	30,062,490	7,784,366	30,062,490	7,784,366
2027-2031	19,152,141	2,295,942	19,152,141	2,295,942
2032-2035	4,379,549	261,874	4,379,549	261,874
Total	$ 95,149,807	$26,591,003	$ 95,149,807	$26,591,003

All of these debt issues are borrowed by the County of Roanoke (governing body) and are shown here as additional information only. The School System is not obligated for repayment of these debt issues.

Source: Roanoke County Finance Department

Roanoke County Public Schools
Annual Budget 2017-2018
School Accreditation

The School Division continues to be a leader in student performance across the state with all 26 schools having achieved full state accreditation based on Standards of Learning test performance in Mathematics, Reading, Science, and Social Studies. Rigorous remediation programs have been implemented to meet the needs of each student.

All Roanoke County Schools are fully accredited by the Commonwealth of Virginia and include the follo

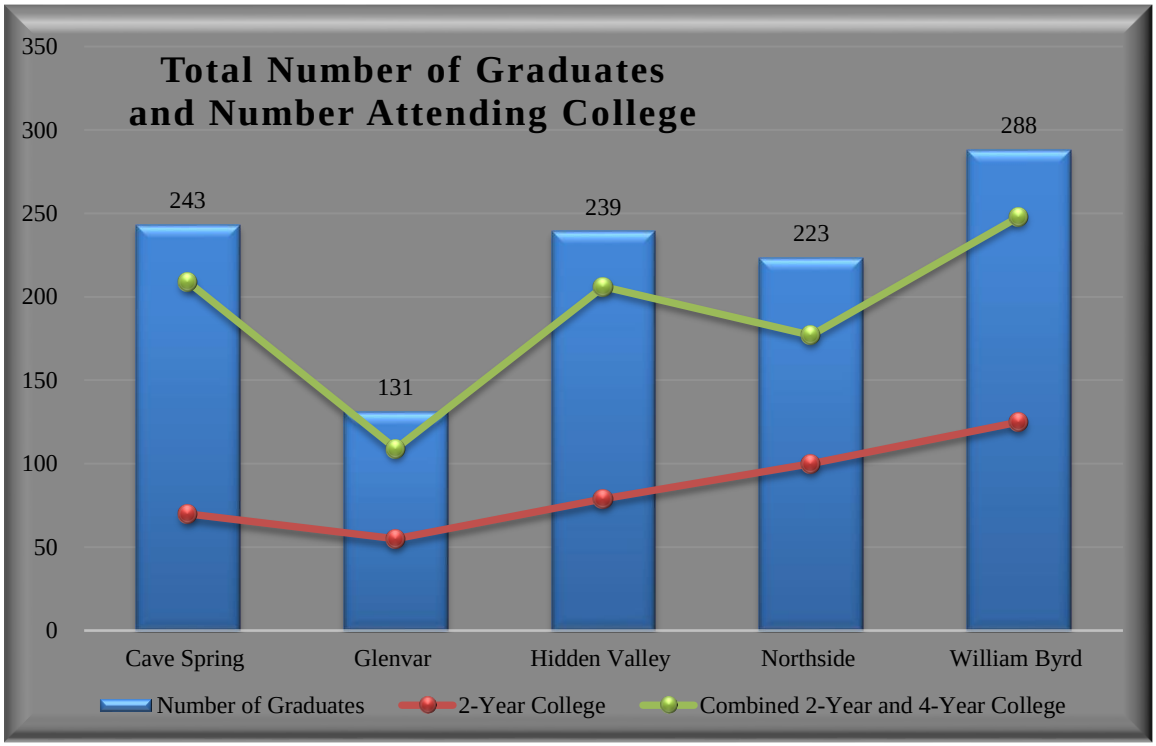
High Schools	**Elementary Schools**
Cave Spring	Back Creek
Glenvar	Bonsack
Hidden Valley	Burlington
Northside	Cave Spring
William Byrd	Clearbrook
	Fort Lewis
Middle Schools	Glen Cove
Cave Spring	Glenvar
Glenvar	Green Valley
Hidden Valley	Herman L. Horn
Northside	Masons Cove
William Byrd	Mount Pleasant
	Mountain View
	Oak Grove
	Penn Forest
	W.E. Cundiff

The information is based on 2015-2016 Standards of Learning test results. Full accreditation means a school meets all standards as stated in the Commonwealth of Virginia's Standards of Accreditation of Virginia's Standards of Accreditation.

Source: Department of Testing and Remediation.

Roanoke County Public Schools
Annual Budget 2017-2018
Number of Students Attending a College from the Graduating Class of 2016

High School	Number of Graduates	Attending 2 Year College Students	Attending 2 Year College Percent	Attending 4 Year College Students	Attending 4 Year College Percent	Total Scholarships Earned
Cave Spring	243	70	28.8%	139	57.2%	$ 3,337,875
Glenvar	131	55	42.0%	54	41.2%	1,432,000
Hidden Valley	239	79	33.1%	127	53.1%	3,449,710
Northside	223	100	44.8%	77	34.5%	2,012,634
William Byrd	288	125	43.4%	123	42.7%	3,756,806
Totals	1,124	429	38.2%	520	46.3%	$13,989,025

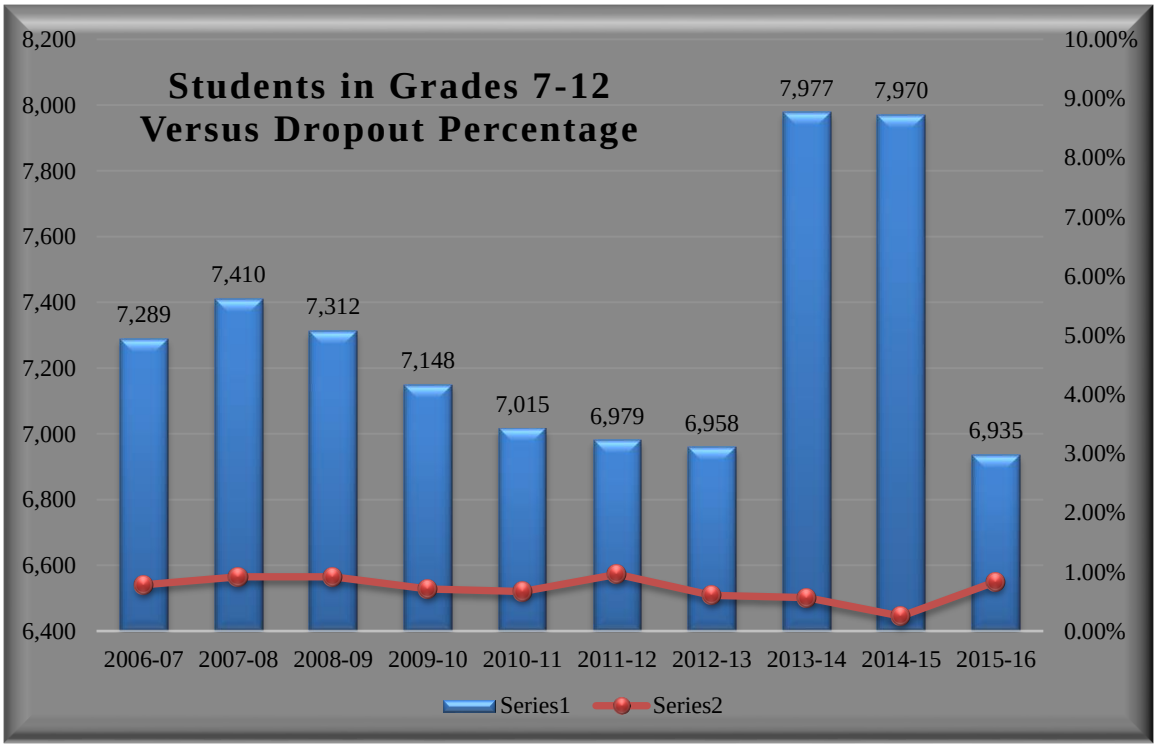


Source: School Counseling Office

Roanoke County Public Schools
Annual Budget 2017-2018
Dropout Statistics

End of Year Membership	Number of Students Grades 7-12	Number of Student Dropouts	Percent of Student Dropouts
2006-07	7,289	57	0.78%
2007-08	7,410	68	0.92%
2008-09	7,312	67	0.92%
2009-10	7,148	51	0.71%
2010-11	7,015	47	0.67%
2011-12	6,979	67	0.96%
2012-13	6,958	42	0.60%
2013-14	7,977	45	0.56%
2014-15	7,970	20	0.25%
2015-16	6,935	58	0.84%

Roanoke County Public Schools has consistently had one of the lowest dropout rates in the Commonwealth of Virginia. As shown below, the percent of students who drop out is less than 1% in all years shown.

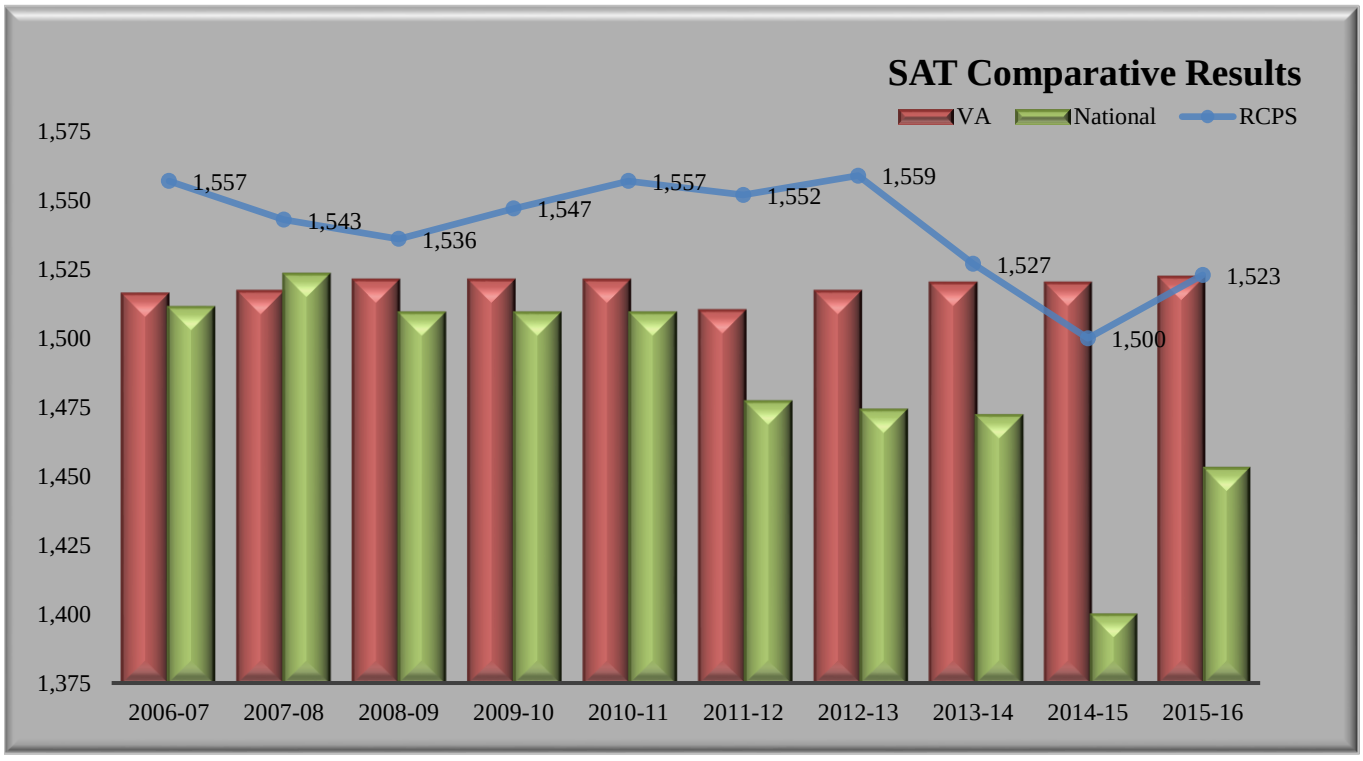


Source: Superintendent's Annual Report for Virginia.

Roanoke County Public Schools
Annual Budget 2017-2018
SAT Test Scores

	Participation	Roanoke County					
Year	**Rate**	**Verbal**	**Math**	**Writing**	**Combined**	**Virginia**	**National**
2006-07	48%	524	526	507	1,557	1,516	1,511
2007-08	47	514	522	507	1,543	1,517	1,523
2008-09	43	515	517	504	1,536	1,521	1,509
2009-10	50	515	525	507	1,547	1,521	1,509
2010-11	44	518	523	516	1,557	1,521	1,509
2011-12	42	522	525	505	1,552	1,510	1,477
2012-13	59	526	522	511	1,559	1,517	1,474
2013-14	62	519	511	497	1,527	1,520	1,472
2014-15	61	510	508	482	1,500	1,520	1,400
2015-16	62	525	526	472	1,523	1,522	1,453

Roanoke County School student achievement on the standardized SAT test is consistently higher than both the state and national averages as reflected in the following chart:



Source: School Counseling Office

Roanoke County Public Schools
Annual Budget 2017-2018
Standards of Learning Test Scores (SOL's)

Level	2006-07		2007-08		2008-09		2009-10		2010-11		2011-12		2012-13		2013-14		2014-15		2015-16	
Course	**RCPS**	**VA**	**RCPS**	**VA**	**RCPS**	**VA**	**RCPS**	**VA**	**RCPS**	**VA**	**RCPS**	**VA**	**RCPS**	**VA**	**RCPS**	**VA**	**RCPS**	**VA**	**RCPS**	**VA**
Elementary SOL's:																				
Grade 3 English RLR	89	80	90	84	90	86	87	83	94	83	95	86	78	72	72	69	83	75	81	76
Grade 3 Mathematics	95	89	94	89	94	89	96	92	96	91	73	64	73	65	71	67	81	74	81	77
Grade 3 History	94	92	95	93	95	93	97	93	91	90	90	87	90	87	86	86	n/a	n/a	n/a	n/a
Grade 3 Science	93	88	91	88	92	89	95	91	96	85	94	90	87	84	85	83	n/a	n/a	n/a	n/a
Grade 4 VA Studies	85	83	88	83	94	88	92	87	94	87	95	89	93	87	90	85	93	87	92	87
Grade 4 Reading	91	87	93	88	91	89	94	88	93	89	94	88	81	70	79	70	84	77	85	77
Grade 4 Mathematics	83	81	92	84	92	86	93	88	93	87	83	70	84	74	87	80	89	84	88	83
Grade 5 English RLR	91	87	92	89	91	92	93	90	94	89	93	89	86	73	84	73	85	79	85	81
Grade 5 English Writing	91	89	88	87	96	86	90	88	90	87	92	87	79	71	75	71	n/a	n/a	n/a	n/a
Grade 5 Mathematics	90	87	93	88	97	90	95	90	95	89	80	67	82	69	85	73	86	79	86	79
Grade 5 Science	92	88	92	88	95	88	95	88	93	87	95	88	85	75	86	73	88	79	89	81
Grade 6 Reading	88	84	89	85	91	86	93	88	94	87	95	89	83	73	83	73	87	76	83	77
Grade 6 Mathematics	64	60	74	68	72	73	77	77	85	73	89	74	91	77	91	76	94	83	92	82
Grade 6 U S History to 1865	-	-	77	74	81	74	83	78	91	81	89	81	91	83	94	81	n/a	n/a	n/a	n/a
Grade 7 Reading	90	82	92	86	94	88	91	90	94	89	94	88	83	74	86	76	92	81	90	82
Grade 7 Mathematics	70	55	79	65	78	71	81	75	89	77	86	58	86	61	87	65	92	72	93	72
Grade 7 U S History 1865 to present	-	-	94	92	94	92	91	91	89	85	88	84	89	82	90	81	n/a	n/a	n/a	n/a
Grade 8 English RLR	83	79	92	83	92	87	93	90	94	90	95	89	84	71	80	70	85	75	87	75
Grade 8 English Writing	90	86	91	87	92	89	92	91	90	88	92	88	78	70	77	70	79	72	78	71
Grade 8 Mathematics	86	77	92	83	93	85	93	87	89	82	74	60	76	61	80	67	85	74	81	73
Grade 8 Civics	-	-	92	84	92	84	92	86	91	89	91	84	93	85	91	83	91	86	92	87
Grade 8 Science	94	89	95	90	94	90	96	92	95	92	97	92	92	76	81	74	85	78	86	79
Secondary SOL's:																				
End of Course English RLR	96	94	95	94	97	95	95	94	96	94	95	94	95	89	94	90	95	89	92	89
End of Course English Writing	96	92	96	92	98	92	95	92	97	93	96	93	90	87	91	84	87	83	88	83
Algebra I	95	92	92	93	97	94	98	94	97	94	86	73	88	76	91	79	89	82	91	83
Algebra II	85	88	90	90	94	91	96	91	97	91	68	69	83	76	88	82	86	87	94	89
Geometry	92	86	89	87	95	87	92	88	92	87	83	74	89	76	90	77	90	80	89	80
Earth Science	91	84	88	86	94	87	94	88	94	89	94	90	93	83	93	83	90	83	89	84
Biology	93	87	92	88	92	88	94	89	93	90	96	92	91	83	89	83	89	84	90	84
Chemistry	91	91	88	92	95	93	95	93	97	93	96	93	87	86	85	87	89	88	87	88
World History to 1500	97	89	96	91	92	93	98	93	94	81	98	84	98	84	98	85	97	85	96	84
World History from 1500	96	92	94	92	98	93	95	92	85	82	88	85	92	85	89	86	94	87	89	86
World Geography	86	83	n/a	n/a	91	86	87	86	n/a	n/a	n/a	n/a	91	86	88	n/a	n/a	n/a	85	86
US & VA History	95	93	95	94	97	95	96	95	92	83	88	85	93	86	92	87	90	87	89	86

Source: Department of Testing and Remediation

Roanoke County Public Schools
Annual Budget 2017-2018
Standards of Learning Comparison by School Division (2015-2016)

Level Course	RCPS	VA	State Rank (out of 133)	Botetourt	Franklin	Roanoke City	Salem	Arlington	Fairfax	Fauquier	Loudoun	Stafford	Albemarle	Chesterfield	Goochland	Hanover	Chesapeake	Williamsburg-James City	York	Wise	Scott
Free & Reduced Lunch Percentage	26%	42%	n/a	23%	51%	86%	30%	30%	28%	25%	17%	29%	29%	30%	27%	20%	34%	31%	22%	57%	60%
Elementary SOL's:																					
Grade 3 English RLR	81	76	31	84	80	73	83	89	81	76	84	75	76	82	79	83	76	83	88	84	89
Grade 3 Mathematics	81	77	43	84	81	79	86	86	78	73	82	77	72	81	76	87	78	84	90	88	92
Grade 3 History	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Grade 3 Science	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Grade 4 VA Studies	92	87	25	93	89	85	89	89	88	88	94	87	83	88	96	90	92	86	91	95	98
Grade 4 Reading	85	77	18	88	84	74	84	86	80	73	85	77	77	85	92	82	76	81	89	86	91
Grade 4 Mathematics	88	83	36	92	87	84	91	89	83	79	89	83	82	88	92	90	84	87	91	88	97
Grade 5 English RLR	85	81	25	86	85	75	88	89	85	82	89	83	79	85	87	88	82	84	91	83	88
Grade 5 English Writing	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Grade 5 Mathematics	86	79	24	85	83	79	79	88	76	82	87	81	76	79	85	87	80	81	92	90	87
Grade 5 Science	89	81	21	87	81	77	83	86	82	83	87	81	74	85	92	88	85	82	91	90	93
Grade 6 Reading	83	77	21	90	78	71	85	83	85	76	88	80	76	80	77	85	80	82	87	85	85
Grade 6 Mathematics	92	82	17	96	84	80	88	87	90	88	84	90	76	80	93	91	83	88	96	95	93
Grade 6 U S History to 1865	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Grade 7 Reading	90	82	9	92	83	73	87	87	88	86	91	85	84	84	91	89	85	83	90	91	87
Grade 7 Mathematics	93	72	2	86	74	64	84	78	82	79	86	81	80	76	na	87	75	79	84	88	80
Grade 7 U S History 1865 to presen	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Grade 8 English RLR	87	75	5	87	72	65	82	83	84	76	85	81	76	78	84	81	78	81	83	86	76
Grade 8 English Writing	78	71	12	75	67	60	78	83	81	74	84	75	77	76	76	78	75	76	78	81	74
Grade 8 Mathematics	81	73	35	90	84	66	69	86	82	64	64	77	59	86	80	84	82	72	79	96	85
Grade 8 Civics	92	87	21	84	92	77	87	87	92	88	95	87	86	87	92	93	88	87	91	89	89
Grade 8 Science	86	79	18	88	85	71	87	86	85	85	89	83	80	78	86	86	85	83	88	82	85
Secondary SOL's:																					
End of Course English RLR	92	89	19	91	88	76	91	89	93	90	93	90	90	90	93	91	91	92	95	93	93
End of Course English Writing	88	83	18	90	71	73	88	87	90	89	90	86	87	76	83	87	89	90	91	88	85
Algebra I	91	83	18	90	84	83	83	87	87	80	86	84	86	82	82	89	94	86	92	92	87
Algebra II	94	89	42	93	83	97	99	91	86	83	92	92	79	93	91	89	94	93	93	100	97
Geometry	89	80	15	91	81	73	86	85	85	81	86	82	79	78	74	85	92	82	87	90	94
Earth Science	89	84	32	90	85	72	97	86	88	89	90	87	84	84	91	97	90	86	89	91	89
Biology	90	84	19	92	85	78	89	87	88	88	91	90	85	85	81	85	90	92	90	94	90
Chemistry	87	88	78	90	95	83	98	88	86	92	92	87	89	89	78	89	93	93	94	96	83
World History to 1500	96	84	3	91	88	76	95	81	90	89	92	89	84	82	90	88	91	87	90	93	96
World History from 1500	89	86	49	93	86	86	95	87	89	81	90	90	85	90	89	87	94	88	85	na	na
World Geography	85	86	35	n/a	n/a	46	88	88	n/a	n/a	55	99	81	88	100	88	n/a	91	99	97	93
US & VA History	89	86	37	89	89	75	91	88	91	87	91	90	84	85	91	87	91	89	90	95	93

Source: Department of Testing and Remediation

Roanoke County Public Schools
Annual Budget 2017-2018
Standards of Learning Subgroup Comparison by School Division (2015-2016)

Course Type Subgroup	RCPS	Botetourt	Franklin	Roanoke City	Salem	Arlington	Fairfax	Fauquier	Loudoun	Stafford	Albemarle	Chesterfield	Goochland	Hanover	Chesapeake	Williamsburg-James City	York	Wise	Scott
Free & Reduced Lunch Percentage	26%	23%	51%	86%	30%	30%	28%	25%	17%	29%	29%	30%	27%	20%	34%	31%	22%	57%	60%
Reading SOL's																			
All Students	86	88	81	73	85	87	85	80	88	82	80	84	86	86	81	84	89	87	87
Students with Disabilities	58	57	47	33	54	60	58	39	60	48	42	53	52	50	48	48	62	62	59
Economically Disadvantaged Stude	76	75	74	66	71	71	68	62	71	69	53	71	73	66	69	65	77	84	82
English Language Learners	67	50	61	67	67	66	64	58	64	61	52	69	56	54	68	57	82	<	<
Black	70	85	69	64	68	74	73	58	78	73	54	73	71	68	70	66	77	72	85
Hispanic	79	73	77	78	73	73	70	71	74	76	59	75	69	75	81	73	88	79	80
White	88	89	84	82	89	95	92	84	91	87	87	90	92	88	88	90	91	87	87
Math SOL's																			
All Students	89	90	82	79	85	87	83	80	86	83	78	83	83	88	85	84	90	92	90
Students with Disabilities	65	59	49	42	53	62	56	44	59	56	42	58	56	57	57	54	65	75	67
Economically Disadvantaged Stude	81	81	76	74	74	73	67	66	69	72	57	72	73	75	74	69	82	89	86
English Language Learners	91	50	78	78	77	72	65	65	66	70	60	74	74	74	79	70	89	<	<
Black	74	82	68	73	72	75	71	62	74	74	53	73	71	76	76	69	81	86	89
Hispanic	87	73	83	82	79	75	68	76	72	78	62	77	74	83	85	75	89	91	95
White	90	92	84	84	88	94	91	83	89	87	85	89	88	90	90	90	92	92	90

Source: Department of Testing and Remediation

Roanoke County Public Schools
Annual Budget 2017-2018
Number of Students Receiving Free or Reduced Lunch

	Free	Reduced	Total	September 2016 Enrollment	Percent
Cave Spring High	121	44	165	1,049	15.73%
Glenvar High	96	34	130	567	22.93%
Hidden Valley High	129	33	162	927	17.48%
Northside High	254	79	333	1,030	32.33%
William Byrd High	217	62	279	1,095	25.48%
Total High	817	252	1,069	4,668	22.90%
Cave Spring Middle	109	40	149	753	19.79%
Glenvar Middle	95	34	129	452	28.54%
Hidden Valley Middle	95	37	132	581	22.72%
Northside Middle	216	60	276	673	41.01%
William Byrd Middle	219	60	279	809	34.49%
Total Middle	734	231	965	3,268	29.53%
Back Creek Elementary	27	18	45	290	15.52%
Bonsack Elementary	44	3	47	380	12.37%
Burlington Elementary	224	40	264	417	63.31%
Cave Spring Elementary	61	23	84	470	17.87%
Clearbrook Elementary	92	30	122	331	36.86%
Fort Lewis Elementary	43	15	58	223	26.01%
Glen Cove Elementary	100	36	136	430	31.63%
Glenvar Elementary	111	28	139	382	36.39%
Green Valley Elementary	126	53	179	479	37.37%
Herman L. Horn Elementary	193	34	227	394	57.61%
Mason's Cove Elementary	57	24	81	214	37.85%
Mount Pleasant Elementary	115	24	139	299	46.49%
Mountain View Elementary	97	27	124	344	36.05%
Oak Grove Elementary	129	25	154	440	35.00%
Penn Forest Elementary	73	15	88	448	19.64%
W.E. Cundiff Elementary	177	52	229	513	44.64%
Total Elementary	1,669	447	2,116	6,054	34.95%
Total Division	**3,220**	**930**	**4,150**	**13,990**	29.66%
Percentage of Enrollment	23.02%	6.65%	29.66%		

Source: School Nutrition Office

Roanoke County Public Schools
Annual Budget 2017-2018
Demographic and Statistical Data

General Government information

Date founded	1838
First charter adopted	July 1, 1986
Form of government	Urban County Administrator
Area	251 square miles
County bond rating	AA/Aa2/AA

Fire and Rescue protection

Total fire/rescue stations	12
Career personnel	164
Volunteer personnel	250

Police protection

Response Time for Emergency Calls	<5 min
Clearance Rate for Part 1 Violent Crimes	78%

Libraries

Total sites	6
Patrons registered	75,067
Total circulation	1,349,997

Parks and Recreation

Total parks	30
Total park acreage	2,160
Total recreation centers	3
Total park district maintenance centers	3
Total recreation activity enrollment	14,528

	Population (1)	Per Capita Income (2)	School ADM (3)	Unemployment Rate (4)
2007-08	90,293	41,019	14,802	2.8%
2008-09	91,494	39,315	14,650	4.6
2009-10	92,253	39,315	14,474	6.3
2010-11	92,524	40,688	14,259	5.7
2011-12	92,687	42,288	14,081	5.6
2012-13	93,256	42,288	13,958	5.5
2013-14	92,703	45,577	13,929	5.2
2014-15	93,569	45,577	13,909	4.5
2015-16	93,775	45,577	13,982	3.5
2016-17	93,775	45,577	TBD	3.5

Education

Total elementary schools	16
Total middle schools	5
Total high schools	5
Total specialty schools	1

Sources:
Unless noted below: County of Roanoke Annual Fiscal Plan
(1) Weldon Cooper Center for Public Service
(2) Bureau of Economic Analysis (The latest information available is for 2014; subsequent years have not been updated.)
(3) Average Daily Membership from Schools Department of Administration
(4) Virginia Employment Commission

Roanoke County Public Schools
Annual Budget 2017-2018
Parent and Student Surveys

Youth Risk Behavior Survey

The Youth Risk Behavior Survey is a national Center for Disease Control instrument that gathers information about violence, substance use, diet, exercise and other protective and risk factors in the lives of our youth. Roanoke County Public Schools surveys all students, grades 6-12, every two years. Results are used to plan prevention and intervention programs for our youth, educate parents and community, elicit funding through grants, and measure successes and challenges in risk areas. Mentally and physically, healthy youth come to school better prepared to learn. Families and youth learn strategies to improve their overall quality of life.

The 2016 survey asked questions about types of behaviors that risk the health, development, and lives of our children including seatbelt use, use of alcohol and drugs, violence, and bullying. The survey results are being used to assist the school division in programming to address the risky behaviors as well as point out the success strategies that are at work in Roanoke County Schools. The School System incorporates a companion piece to survey parents of students in grades 6–12 which includes topics such as perception of risk for students using tobacco, alcohol, or drugs from a parental perspective which is used to help educate parents in their role in setting standards and belief systems for their children. The survey also asked questions about things like concern over student's activity on social media, amount of time spent texting, blogging or chatting per day, whether students had sent inappropriate pictures or messages and whether students felt their parents would be nervous if they knew what they did via their internet or cell phone.

Annual Special Education Performance Report

The School System participates in an annual survey that assesses the percentage of parents with a child receiving special education services who report that schools facilitated parent involvement as a means of improving services and results for children with disabilities. The Virginia Department of Education administers the survey and provides the district with results in order to make improvements in communications with parents of children with special needs.

Roanoke County Accreditation and Parent/Student Satisfaction Survey

Through our Roanoke County School Improvement process, the school system surveys teachers, parents and students in each of our school communities. This survey process is initiated at the beginning of the planning cycle for our accreditation process. Our 26 schools have overlapping cycles, therefore there are three to four schools surveying their stakeholders within Roanoke County each year. Students are asked about safety, course offerings, and climate of the school. Parents are asked about communication, safety, instruction, and climate. Teachers are asked similar questions with regard to the individual school and division. The survey data is used to support a growth model whereby goals are adjusted to meet stakeholder need. In some instances, new goals are created to meet the changing needs of the stakeholders. These goals are primarily within the focus of instruction, community relations, health & safety, and technology. We are starting to transition to yearly surveys to be more responsive to stakeholders, with a formal process in place by the 2017-2018 school year.

Roanoke County Public Schools
Annual Budget 2017-2018
Glossary of Acronyms

ADM	Average Daily Membership
AFJROTC	Air Force Junior Officers Training Corps
AP	Advanced Placement
ASBO	Association of School Business Officials International
AYP	Adequate Yearly Progress
ASE	Automotive Service Technology
AV	Audio Visual
BACnet	Building Automation Controls Network
CAFR	Comprehensive Annual Financial Report
CIA	Curriculum, Instruction, and Assessment
CIP	Capital Improvement Plan
CMP	Capital Maintenance Plan
CSA	Comprehensive Services Act
CTE	Career and Technical Education
EBS	Educational Broadband Services
ED	Emotional Disturbance
ESEA	Elementary and Secondary Education Act
ESL	English as a Second Language
FAMO	Federal Accountability Measurable Objectives
FAPE	Free Appropriate Public Education
FICA	Federal Insurance Contributions Act
FTE	Full-Time Equivalent
FY	Fiscal Year
GASB	Government Accounting Standards Board
GED	General Education Development
GFOA	Government Finance Officers Association
HVAC	Heating, Ventilation, Air Conditioning
ID	Intellectual Disability
IDEA	Individuals with Disabilities Education Act
IT	Information Technology LCI Local Composite Index
LD	Learning Disabled
LEAP	Learning Experience Through Active Play
NCLB	No Child Left Behind Act of 2001
OHI	Other Health Impairment
OPEB	Other Postemployment Benefits
PTA	Parent Teacher Association
PT/OT	Physical Therapist /Occupational Therapist
RCAP	Roanoke County Accreditation Planning
RCPS	Roanoke County Public Schools
SAP	Student Assistance Program
SAT	Scholastic Assessment Test
SOL	Standards of Learning
SOQ	Standards of Quality
STEM	Science, Technology, Engineering, Math
VDOE	Virginia Department of Education
VIP	Virginia Index of Performance
VocEd	Vocational Education
VPSA	Virginia Public School Authority
VRS	Virginia Retirement System



Roanoke County Public Schools
Annual Budget 2017-2018
Glossary of Terms

Accrual Basis of Accounting – The basis of accounting that is followed by the Propriety Funds. The only Proprietary Fund in the Budget is the Laptop Fund. Under this method of accounting, revenues are recorded when they are both measurable and earned. Expenditures are recorded when the fund liability is incurred, if measurable.

Adopted Budget – The budget approved by the School Board and enacted by the Roanoke County Board of Supervisors via a budget appropriation ordinance.

Appropriation – The legal authorization granted by a legislative body to make expenditures and to incur obligations for a specific purpose. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Appropriation Ordinance – The official enactment by the Roanoke County Board of Supervisors establishing the legal authority for the Schools to obligate and expend resources.

Assessed Value – The value placed on property for tax purposes and used as a basis for division of the tax burden.

Average Daily Membership (ADM) - The average daily enrollment between the first day of school and March 31 of each year. ADM is used by the Virginia Department of Education to allocate state funding for education to each school division.

Bond – A written promise, generally under seal, to pay a specific sum of money at a fixed time in the future, called the date of maturity and carrying interest at a fixed rate, usually payable periodically.

Budget – A financial plan for a given period, usually a fiscal year, containing an estimate of proposed expenditures and a proposed means of financing them.

Budget Calendar – A schedule of activities, responsibilities, and deadlines related to budget development and adoption.

Budgetary Control – The control or management of the business affairs of the school district in accordance with an approved budget with a responsibility to keep expenditures within the authorized amounts.

Bus Replacement Plan – Planning tool used to identify funding and allocate resources for maintaining and replacing all school buses on a 15-year cycle.

Capital Assets – School assets of significant value and having a useful life of several years.

Capital Improvement Plan (CIP) – Planning tool used to identify funding and allocate resources for large ongoing capital needs exclusive of large routine maintenance needs.

Capital Improvement Program – Entire program encompassing all four of the planning tools used to fund and allocate future resources for the following plans: Capital Improvement Plan, Capital Maintenance Plan, Technology Replacement Plan, and Bus Replacement Plan.

Capital Maintenance Plan (CMP) – Planning tool used to allocate resources for large ongoing capital maintenance needs for all School System facilities.

Roanoke County Public Schools
Annual Budget 2017-2018
Glossary of Terms

Capital Projects – Funds used to purchase or construct capital assets, which typically encompass the purchase of land or the construction/renovation of a building.

Category, Administration/Attendance and Health – Activities concerned with establishing and administering policy for the school division including Board Services, Executive Services, Human Resources, Fiscal Services, and Health Services.

Category, Instruction – Programs and services dealing directly with the interaction between teachers and students as well as the activities associated with curriculum development and instructional staff training.

Category, Operations and Maintenance – Activities concerned with keeping buildings open, comfortable, and safe for use, including heating, lighting, ventilation, repair of facilities, and replacement of facility equipment.

Category, Pupil Transportation – Activities associated with transporting students to and from school and on other trips related to student activities.

Chart of Accounts – A list of all accounts in an accounting system by which users can record transactions. This is made up of a Main Account and related OL1 plus Financial Dimensions (Department, Division, Fund, Function, Program, and where applicable Location and Project).

Curriculum, Instruction, and Assessment (CIA) – A project focused on a comprehensive review and revision of the K-12 curriculum and its implementation through the instructional and assessment programs

Contingency Reserve – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Debt – An obligation resulting from the borrowing of money.

Debt Service – Payment of interest and repayment of principal on School debt incurred to fund capital projects.

Department – This is a specialized functional area responsible for certain operations in the School System. For example, Elementary Instruction, Human Resources, Superintendent. This is also one of the required financial dimensions in the chart of accounts.

Depreciation – Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.

Division – This is how departments are further segregated into areas of special expertise. For example, Math, English, Instructional Personnel, Maintenance Operations, etc. This is also one of the required financial dimensions in the chart of accounts.

Dynamics AX – Fully-integrated **e**nterprise resource system for mid-size to large enterprises. It is the most robust, scalable, and functionally rich enterprise resource planning system in the Microsoft Dynamics family of products providing core accounting, budgeting, purchasing and other functionalities.

Employee Benefits – Payments required as part of regular employee compensation including social security, retirement contributions, health and dental insurance, and state group life insurance. The School Board pays full benefits to all full time employees, while part-time employees are not eligible for retirement and insurance benefits.

Encumbrances – Obligations in the form of purchase orders, contracts, or other commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved.

Expenditure – The cost of goods received or services rendered whether payment for such goods and services has been made or not.

Expenditures Per Pupil – Expenditures for a given period divided by the total number of pupils.

Financial Dimension – These are specific fields in Dynamics AX that represent parts of the chart of accounts for recording transactions in the accounting system.

Fiscal Year – A twelve-month period to which the annual budget applies and at the end of which the entity determines its financial position and results of operation. Local school divisions in the Commonwealth of Virginia have fiscal years that begin July 1 and end June 30.

Full Time Equivalent (FTE) – A full-time equivalent position equals 10 months for teaching employees and other instructional support employees (bus drivers, instructional assistants, school nutrition employees) and 12 months for administrative and classified employees. For example, a teacher working half days would equate to a .5 FTE.

Function – This is a mandatory reporting unit dictated by the Department of Education for annual reporting purposes. This is also one of the required financial dimensions in the chart of accounts.

Fund – An independent accounting entity with a self-balancing set of accounts, which are segregated for the purpose of carrying on specific activities in accordance with special regulations, restrictions, or limitations. This is also one of the required financial dimensions in the chart of accounts.

Fund Balance – The excess of assets of a fund over its liabilities and reserves.

General Fund – A type of government fund used to account for revenues and expenditures for regular day-to-day operations of the school system. The primary sources of revenue for this fund are local taxes and state aid for education.

Generally Accepted Accounting Principles (GAAP) – The conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

Grant – A contribution by one organization to another for a specific purpose. The Schools receive several grants from federal and state agencies.

Line Item Budget – A budget listing the specific objects regarding expenditures for personnel, goods, and services that the Schools intend to purchase during the fiscal year.

Location – This is a physical building in the School System. This is also one of the financial dimensions in the chart of accounts.

Main Account – This is a required part of the chart of accounts that defines the lowest level of what is being received or paid for. For example it could be the gifted tuition income or teacher salaries.

Mission Statement – Declaration of purpose for a school or department.

Modified Accrual Basis of Accounting – The basis of accounting that is followed by Governmental Funds and Agency Funds. Under this method of accounting, revenues are recorded when they are both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures, other than interest and principal on long-term debt which recorded when due, are recorded when the fund liability is incurred, if measurable.

Object of Expenditure – Expenditure classifications based upon the types of goods purchased or services obtained, including personal services, employee benefits, purchased services, other charges, materials/supplies, equipment, and transfers.

OL1 - This is a financial dimensions in the chart of accounts that controls the budgeted appropriation.

Operating Funds – Funds that collapse for financial reporting purposes. The General Fund, Instructional Resources Fund, and Bus Fund are considered operating funds.

Performance Measurement – Commonly used term for service efforts and accomplishments reporting.

Program – This is a mandatory reporting unit dictated by the Department of Education for annual reporting purposes. This is also one of the required financial dimensions in the chart of accounts.

Project – This is a grouping of singular homogenous activities in the accounting system. Specifically, a project number is assigned to each approved project or grant. It is used to track the revenue and/or expenditures for a particular grouping separate from other groupings. This is one of the required financial dimensions in the chart of accounts.

Revenue – A term used to represent income to a specific fund.

Roanoke County School Board – An elected body created according to state law and vested with the responsibility for elementary and secondary public education in Roanoke County, Virginia.

Standardized Assessment Test (SAT) – A standardized test administered by the *College Board* (a non-profit organization) typically taken by students in high school to measure reading, mathematics, and wring skills that are needed for academic courses in college.

Standards of Learning (SOL) – State-mandated testing that occurs in the Spring. Verified credits for graduation are based on the achievement by the student of a passing score.

State Standards of Accreditation – The standards for the accreditation of public schools in Virginia are designed to ensure that an effective educational program is established and maintained in Virginia's public schools. The Code of Virginia requires the Virginia Board of Education to promulgate regulations establishing standards of accreditation of public elementary and secondary schools. A school can be assigned one of the following ratings: (1) Fully accredited, (2) Accredited with Warning, or (3) Conditionally Accredited.

Technology Replacement Plan – Planning tool used to identify funding and allocate resources for maintaining and replacing all information technology needs in the school system.

Title I – Title I of the Elementary and Secondary Education Act provides flexible funding that may be used to provide additional instructional staff, professional development, extended time programs, and other strategies for raising student achievement in high poverty schools.

Title II – Title II of the Elementary and Secondary Education Act aims to improve student achievement through the use of technology in elementary and secondary schools. It is also designed to assist every student in becoming technologically literate by the end of 8th grade and to encourage the effective integration of technology resources and systems with teacher training and professional development.

Title III – Title III of Elementary and Secondary Education Act provides language instruction assistance for limited English proficient and immigrant students so they may meet the state Standards of Learning required of all students.

Title VI-B – Title VI-B of Individuals with Disabilities Education Act consists of federal funds for special education. Funding is calculated on the total number of special education students ages 2-21 and supports staff actively involved in the referral, eligibility, placement and service delivery for special education students.

Transfers (To/From) – Budget line items used to reflect transfers into one fund from another fund.

Roanoke County Public Schools

(A component unit of the County of Roanoke, Virginia)

Capital Improvement Program

2018-2027

5937 Cove Road
Roanoke, Virginia 24019

www.rcs.k12.va.us


Learning Culture
Balance
School Climate
Professional Growth
Support Services
Citizenship
Communication
Collaboration
Critical Thinking
Creativity
DEEPER LEARNING

Roanoke County Public Schools
Capital Improvement Program 2018-2027
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ROANOKE COUNTY PUBLIC SCHOOLS
Office of the Superintendent
5937 Cove Rd. Roanoke, VA 24019 ♦ (540) 562-3900 Ext 10163

March 30, 2016

To the Honorable Chairman and Members of the School Board,
and the Citizens of the County of Roanoke, Virginia:

We are pleased to submit to you the proposed Capital Improvement Program (Program) for fiscal years 2018-2027 of the Roanoke County Public Schools (the School System) for your consideration. The School Board is required to submit an adopted Program to the County Board of Supervisors for incorporation into the County of Roanoke's Capital Improvement Program. This annual Program as presented serves as the foundation for the School System's financial planning for major capital projects and replacements.

The School System provides a broad spectrum of general, special, gifted, career and technical education opportunities for approximately 14,100 students (including pre-kindergarten) between the ages of 3 and 21 at sixteen elementary schools, five middle schools, five high schools, and one specialty center. The process of developing and updating the Capital Improvement Program each year is critically important for identifying future capital needs for the successful maintenance of facilities, equipment, and buses necessary to provide first-class educational and enrichment programs.

This ten-year plan has expanded beyond planning facility construction projects only to include a preventative maintenance schedule to extend the useful life of our facilities and minimize future costly as-needed repairs. These scheduled maintenance projects will ensure the best possible condition of facilities to house students and learning programs and ensure the continued promotion of the quality programs the school System offers. This Program includes a ten-year replacement schedule to ensure the timely scheduling of preventative maintenance projects.

In addition, as a frontrunner in the incorporation of digital technology in our classrooms, we offer a one-to-one laptop program for students in grades 6-12. Grade 6 is incorporated into the 2017-2018 budget. Technology is a priority for providing quality 21st century tools for student growth. The School System operates the largest networked organization in the Roanoke Valley with connections to/from 27 schools, administration, transportation, and maintenance facilities. The inventory of servers, networking, and wireless connections is significant. The School System also maintains redundancy to avoid serious interruptions of service as well as an offsite official disaster recovery location. This Program includes a seven-year replacement schedule to ensure the timely replacement of technology devices.

Finally, a formal bus replacement schedule is included. In order to be good stewards of taxpayer dollars, the School System is a leader in cost efficient transportation services provided with a fleet of 151 school buses. During school year 2015-2016 an alternative fueling option was piloted with the purchase of ten

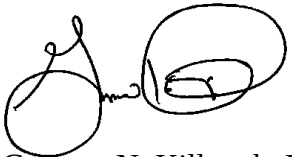
propane buses. The benefits of this type of bus include the maintenance savings, environmental benefits, and a quieter ride for students and drivers. This Program includes a fifteen-year replacement schedule to ensure the timely replacement of school buses over their average useful life span.

During fiscal year 2016, Perkins + Will conducted a Facility Use and Demographic Study in order to review the division's capacity versus forecasted enrollment as well as to forecast student enrollment for the next 10 years. There is no record of this type of study having been conducted for the school district in the past. The intent is to guide future capital improvements to learning facilities based on population, housing, and other external data validated by independent consultants. Upon completion of this study, a second study was conducted to assess facility needs based on the results of the use and capacity study. The Phase II study was completed in 2016. The results of both studies have been used to inform and guide the School System planning for capital improvements in the Capital Program.

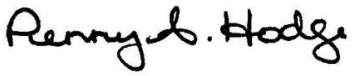
The first year of the ten-year plan is the only formal appropriation of funding. As such, our 2017-2018 budget has incorporated $28,750,000 for the renovation of Cave Spring High School, $50,000 for the joint Human Resources and Payroll Software System costs; $1,000,000 for capital maintenance, including roof replacements, HVAC maintenance, paving, and other similar repairs and preventative maintenance in order to maintain our vast inventory of facilities; $1,469,370 for technology replacements, including networking, servers, computer labs, computer leases and purchases in order to continue providing 21st century learning tools for our students; and $876,893 for bus replacements in order to keep our fleet maintenance costs lower by replacing older buses.

The School Board has made systematic and methodical choices to identify capital purchase and maintenance needs to ensure the continuation of our quality programs. I want to commend the School Board and Board of Supervisors for their strong leadership and enduring commitment to providing a high quality education to the students of Roanoke County Public Schools. It has indeed been a team effort to accomplish so much together. I would like to thank the Finance, Technology, and Facilities and Operations Departments for preparing this comprehensive capital planning document for the School System. I would also like to thank our staff for their commitment and dedication to providing quality learning environments and tools for our students, as we continue our work to ensure every student receives a high quality education at Roanoke County Public Schools.

Respectfully submitted,



Gregory N. Killough, Ed. D.
Superintendent



Penny A. Hodge, CPA, SFO,
Assistant Superintendent of Finance and Operations

Roanoke County Public Schools
Capital Improvement Program 2017-2026
Overview

BACKGROUND

Roanoke County Public Schools (School System) has prepared this Capital Improvement Program (Program) as a management tool for planning the capital improvement projects that will be needed to house students adequately, maintain the facilities, support the educational mission through technology, and transport students to and from school.

As such, it is useful for (1) estimating capital expenditures over the future multi-year period; (2) identifying short- and long-range building construction and renovation projects, maintenance projects, technology replacements, and bus replacements; and (3) establishing priorities for the orderly completion of projects.

FINANCIAL REPORTING ENTITY

Roanoke County Public Schools is a political subdivision of the Commonwealth of Virginia that operates sixteen elementary schools, five middle schools, five high schools, and one specialty center. The members of the School Board are elected by the citizens of their magisterial district to serve four-year terms. The School Board is responsible for setting the educational policies of the School System and employs a superintendent to implement the School Board's policies. The mission of the School System is to empower all students through technology and 21st Century Skills: Critical Thinking; Collaboration; Creativity; Communication.

The School System is a fiscally dependent school division pursuant to State law. As a fiscally dependent school division without taxing authority, assessed and market value of taxable property and tax rates do not apply nor does the school system maintain a debt service fund. State law prohibits the school system from entering into debt that extends beyond the fiscal year without the approval of the local governing body. The governing body in the County of Roanoke is the Board of Supervisors. The County of Roanoke prepares and administers a budget for school related debt service.

Since the School System is fiscally dependent upon the County of Roanoke, our program is included in the County's Capital Improvement Program. The County considers a capital project as being beneficial to the County, has a cost in excess of $500,000, and a lifespan of over five years or, if funded by bonds, a lifespan at least equal to the length of the bond issue.

ROANOKE COUNTY PUBLIC SCHOOLS POLICY

The Capital Improvement Program is focused on maintaining existing facilities to ensure their proper operation, safety, and the ability to accommodate changing academic programs in order to meet our student's needs. Major mechanical and maintenance projects as well as the modernization of our oldest facilities will continue to be an on-going need as our buildings age.

The Capital Improvement Program 2018-2027 identifies the capital needs of the school system and includes four separate long-term strategic plans: Capital Improvement, Capital Maintenance, Technology Replacement, and Bus Replacement. Some of the projects in these plans include:

1. New or expanded permanent facilities.
2. The renovation or modernization of an existing facility.

3. Housing alternatives to better accommodate current or future enrollment, such as grade level realignments, attendance zone adjustments, alternate facility uses, or temporary housing proposals.
4. The replacement of mechanical systems, roofs, and large maintenance projects.
5. Special initiatives related to prioritizing school infrastructure needs.
6. Replacing school buses on a rotating schedule to limit their road life.
7. Implementing school technology upgrades.
8. Other campus improvements.

PROGRAM DEVELOPMENT

The School Board is responsible for preserving and maintaining 33 physical buildings measuring 2.6 million square feet with an average age of 48 years, including:

- 16 elementary schools
- 5 middle schools
- 5 high schools
- 1 specialty high school
- Transportation building
- Maintenance building
- Warehouse building
- Technology building
- Administration building

The timing of projects is based on funding opportunities over the 10-year timeframe and tied to the joint capital financing plan with the County Board of Supervisors that plans $10 million in bond funding every two out of three years for school projects.

Estimated project costs include the following:

- Hard costs estimated by the consultant in the Facilities Condition Assessment Study,
- Soft costs for design and engineering costs,
- Annual inflation over the ten year period of 3% per year, and
- Any other known costs associated with the specified project.

STUDIES

In 2016, the School Board conducted several studies that impacted the development of the CIP, including the following:

Demographics Study – Forecast of future enrollment in county schools by building, grade, and overall through 2026.

Facility Use Study – Identify space needed for current educational programming purposes and student capacities by school.

Facilities Condition Assessment Study – Evaluate condition of each school facility and identify renovations needed to maintain optimal operating conditions into the future.

With the data obtained from the studies, the CIP projects were prioritized and aligned with available resources to fund projects over the ten-year period.

Project priorities in the CIP include:

- Protecting existing investment in facilities and infrastructure which are vital in delivering quality educational programs to students.
- Providing appropriate facilities for the educational and developmental needs of all student populations.
- Identifying capital maintenance (infrastructure) needs that will extend the useful life of the buildings including roof, pavement, HVAC, and other critical building systems.
- Anticipating future facility and infrastructure needs to best leverage capital resources.
- Complying with applicable federal, state, and local regulations.

FUNDING

The Roanoke County School Board recognizes one of the keys to sound financial management is the development of a systematic way to fund capital projects. The School Board adopted a Year-End balance policy in fiscal year 2005 that allocates the balance at the end of a fiscal year from excess revenues and/or unspent expenditures to capital projects. Most of the 27 school buildings in operation were built prior to 1970 and need capital improvements based on their age and the change in student population and programs since the schools were originally built. In order to fund the School System's commitment to upgrading the facilities, the policy allocates 2/3 of the year-end balance to Major Capital Projects listed on the School Capital Improvement Plan and 1/3 to Minor Capital Projects (other projects identified and priorities with costs less than $500,000). This policy was adopted in conjunction with the County and enables the School System to ensure continued funding for needed capital improvements.

In addition to the Policy for Use of Year-End Balance, the School Board believes it is important to set up a funding stream and guidelines to fund some capital projects, or portions of capital projects, on a pay-as-you-go basis. The National Advisory Council on State and Local Budgeting (NACSLB) has issued guidelines representing standards of excellence in governmental budgeting that include the preparation of policies and plans for capital asset acquisition, maintenance, and replacement (Principle 2; Element 5; Practice 5.2).

POLICY GUIDELINES FOR MAJOR SCHOOL CAPITAL RESERVE

The School Board established a Major School Capital Reserve for the purpose of accumulating funds to pay-as-you-go for school capital projects identified in the School Capital Improvements Plan that is adopted by the School Board.

The funds will be deposited into the Major School Capital Reserve from the following sources:

a. As specified in the Policy 4.27 Use of Year-End Balance, two-thirds of the year-end balance will be allocated to the Major School Capital Reserve.
b. Up to one-third of the year-end balance will be allocated first to Minor School Capital Reserve, with any amount not allocated to Minor Capital reverting back to the Major School Capital Reserve.
c. Any additional funds that the School Board appropriates to the Major School Capital Reserve.

Funds may be allocated from the Major School Capital Reserve for the following purposes:

a. Cash outlay for projects identified in the School Capital Improvements Plan adopted by the School Board,
b. Debt payment to expedite projects identified in the School Capital Improvements Plan adopted by the School Board,
c. Land purchase opportunities, even if they are not included in the School Capital Improvements Plan.

POLICY GUIDELINES FOR MINOR SCHOOL CAPITAL RESERVE

Funds will be deposited into the Minor School Capital Reserve from the following sources:

a. As specified in Policy 4.27 Use of Year-End Balance, one-third of the year-end balance will be allocated to the Minor School Capital Reserve,
b. As specified in the Roanoke County Charter, the proceeds from the sale of land and fixed assets, unless specifically appropriated otherwise by the School Board, will be deposited to the School Capital Fund,
c. Any additional funds that the School Board appropriates to the Reserve.

Funds may be allocated from the Minor School Capital Reserve for the following purposes:

a. Cash outlay for minor school capital projects. These are projects that are not normally in the School Capital Improvements Plan, and are usually less that $500,000,
b. Architectural and engineering services for all capital projects, whenever possible,
c. Other one-time expenditures:
d. Major school capital projects as identified in the School Capital Improvements Plan, adopted by the School Board.

JOINT CAPITAL FINANCING PLAN

A joint capital financing plan has been approved by the School Board and the County Board of Supervisors which allocates the agreed-upon financing by year for the CIP. The CIP is updated as projects are completed or added. The School Board adopted the latest capital improvement plan on March 30, 2017 to include major capital projects planned for the next ten years. The next major project is the renovation of Cave Spring High School.

BUDGET PLANNING

The Program is a planning document and is subject to change each year as the needs of the community and School System become more defined. The adoption of the Program is neither a commitment to a particular project nor an obligation to the stated project timeline. The first year of the ten-year plan is the only formal appropriation of funding. The document provides a framework from which future budgets may be developed. Estimated costs are included for projects for all years provided, if available. The projects and associated costs in this plan are updated annually to adapt to changing facility needs, conditions, and demographic changes within the community.


Learning Culture
Balance
School Climate
Support Services
Professional Growth
Citizenship
Communication
Collaboration
Critical Thinking
Creativity
DEEPER LEARNING

CAPITAL IMPROVEMENT PLAN

The ***Capital Improvement Plan*** contains a 10-year plan for large major capital improvements that will require a significant amount of resources to fund.



Roanoke County Public Schools
Capital Improvement Program 2018-2027
Capital Improvement Plan

	FY 2018 $10M	FY 2019 $10M	FY 2020	FY 2021 $10M	FY 2022 $10M	FY 2023	FY 2024 $10M	FY 2025 $10M	FY 2026	FY 2027 $10M	CIP 2018-2027
	For Appropriation	For Future Planning									Total
Projects:											
Cave Spring High ($2M funded in 2016)	$ 27,000,000	$ 8,500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 35,500,000
HR & Payroll Software System (50%)	50,000	350,000	350,000	-	-	-	-	-	-	-	750,000
Capital Maintenance Plan	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,000,000
William Byrd High School	-	1,500,000	-	12,879,955	8,372,185	-	-	-	-	-	22,752,140
Hidden Valley Middle	-	-	-	-	860,000	2,271,320	10,051,477	-	-	-	13,182,797
Burlington Elementary	-	-	-	-	-	-	325,000	4,975,199	-	-	5,300,199
Glenvar Elementary	-	-	-	-	-	-	379,030	5,813,601	-	-	6,192,631
WE Cundiff Elementary	-	-	-	-	-	-	-	-	650,000	9,386,373	10,036,373
Glen Cove Elementary	-	-	-	-	-	-	-	-	-	890,647	890,647
Total Capital Costs Planned	**$ 28,050,000**	**$ 11,350,000**	**$ 1,350,000**	**$ 13,879,955**	**$ 10,232,185**	**$ 3,271,320**	**$ 11,755,507**	**$ 11,788,800**	**$ 1,650,000**	**$ 11,277,020**	**$ 104,604,787**
Funding Sources:											
Major Capital Reserves	$ 4,384,376	$ -	$ -	$ 1,108,051	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,492,427
VPSA Bond Issue	20,000,000	10,000,000	-	10,000,000	9,232,185	767,815	10,000,000	10,000,000	-	10,000,000	80,000,000
Debt Fund - Schools	2,502,064	350,000	350,000	1,441,502	-	1,275,856	640,701	676,244	650,000	128,924	8,015,291
2015 VPSA Refunding Credit	163,560	-	-	330,402	-	227,649	114,806	112,556	-	148,096	1,097,069
CIP Joint Funding Plan for CMP	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,000,000
Total Funding Sources Planned	**$ 28,050,000**	**$ 11,350,000**	**$ 1,350,000**	**$ 13,879,955**	**$ 10,232,185**	**$ 3,271,320**	**$ 11,755,507**	**$ 11,788,800**	**$ 1,650,000**	**$ 11,277,020**	**$ 104,604,787**

CAVE SPRING HIGH SCHOOL

Location:	3712 Chaparral Drive, Roanoke, VA 24018
Magisterial District:	Cave Spring
Grade Levels:	9-12
Current Enrollment:	1036 (Jan 2017)
Projected Enrollment / Year:	1200/ 2021
Capacity:	1190
Year of Construction:	1968
Year(s) of Major Renovation/Addition:	1970, 85, 87, 98, 2008

Project Summary:
In 2015, the School Board placed Cave Spring High School on the CIP as the next Major Capital Project. In 2016, the Construction Committee approved the school to have a student capacity of 1200 and established a project budget of $37.5 million. An instructional programming study was completed in late fall of 2016 which subsequently lead to the schematic design phase. The schematic design phase is expected to conclude in late February 2017. During this design phase, the architect is solving space needs in accordance with the programming study, addressing the internal circulation patterns, identifying major infrastructure components, and providing conceptual interior and exterior elevations.



The renovation of Cave Spring High School is an estimated $37.5 million dollar project, with $2.0 million funded in FY 2016, $27.0 million planned in FY 2018, and $8.5 million planned in FY 2019. The project as proposed is anticipated to be funded with $7.5 million in RCPS cash sources, and $30.0 million in VPSA Bonds.

WILLIAM BYRD HIGH SCHOOL

Location:	2902 Washington Ave., Vinton, VA 24179
Magisterial District:	Vinton
Grade Levels:	9-12
Current Enrollment:	1080 (Jan 2017)
Projected Enrollment / Year:	1025 / 2022
Capacity:	1107
Year of Construction:	1966
Year(s) of Major Renovation/Addition:	1986, 96, 98, 2010

Project Summary:
William Byrd High School, scheduled for planning and design funding in FY 2019 with construction planned in 2021, was originally constructed in 1969 and received additions and renovations in the 1980's and 1990's. In 2010, a partial renovation of the school was completed that included repurposing of the auxiliary gym for new classrooms to eliminate modular units and address enrollment growth in the Vinton attendance area, addition of a new auxiliary gym and classrooms, expansion of the cafeteria, new curtains and seating in auditorium, ceiling and lighting upgrades, new front entry and administrative offices, and athletic facility improvements.



The proposed future project scope includes renovation to classrooms, media center, guidance offices, corridors, toilets, science labs, interior door improvements, replacement of the main gym floor, HVAC retrofits, electrical upgrade and plumbing upgrades, replacement of auditorium lighting/sound system, and sprinkler system. A separate study conducted by OWPR in 2016 to identify infrastructure needs at this school identified $17.1M in the above areas, or $20.7M with soft costs added, and is included in the CIP.

HIDDEN VALLEY MIDDLE SCHOOL

Location:	4902 Hidden Valley School Road, Roanoke, VA 24018
Magisterial District:	Windsor Hills
Grade Levels:	6-8
Current Enrollment:	577 (Jan 2017)
Projected Enrollment / Year:	624 / 2024
Capacity:	952
Year of Construction:	1972
Year(s) of Major Renovation/Addition:	

Project Summary:
Hidden Valley Middle School, scheduled for planning and design funding in FY 2022 with construction planned in FY 2024, was constructed in 1972 and has not been renovated since that time. The 119,824 s.f. school is in need of significant renovations to portions of the facility. Proposed renovations include window replacement, door replacement, ADA compliance upgrades, ceiling replacement, HVAC repairs and upgrades, sprinkler system installation, plumbing replacement and toilet facility upgrades, and miscellaneous site related upgrades.



BURLINGTON ELEMENTARY SCHOOL

Location:	6533 Peters Creek Road, Roanoke, VA 24019
Magisterial District:	Hollins
Grade Levels:	PK-5
Current Enrollment:	416 (Jan 2017)
Projected Enrollment / Year:	435 / 2025
Capacity:	525
Year of Construction:	1939
Year(s) of Major Renovation/Addition:	1953, 66, 70, 99, 2012

Project Summary:
Burlington Elementary, scheduled for planning and design funding in FY 2024 with construction planned in FY 2025, was constructed in 1939 and has had several additions and renovations to the facility over the past 75 years. Much of the original 22,374 s.f. building has not undergone major renovations. Proposed renovations to the originally constructed facility include roofing replacement, window replacement, door replacement, ADA compliance upgrades, flooring upgrades, painting, and miscellaneous site related upgrades.



GLENVAR ELEMENTARY SCHOOL

Location:	4507 Malus Drive, Salem VA 24153
Magisterial District:	Catawba
Grade Levels:	PK-5
Current Enrollment:	362 (Jan 2017)
Projected Enrollment / Year:	420 / 2025
Capacity:	420
Year of Construction:	1959
Year(s) of Major Renovation/Addition:	1970, 86

Project Summary:
Glenvar Elementary, scheduled for planning and design funding in FY 2024 with construction planned in FY 2025, was constructed in 1959 and has not undergone major renovations. Much of the interior remains untouched since the schools original construction. Proposed renovations to the facility include HVAC replacement, window replacement, ADA compliance upgrades, new ceilings, sprinkler system installation, and miscellaneous site related upgrades.



W.E. CUNDIFF ELEMENTARY SCHOOL

Location:	1200 Hardy Road, Vinton 24179
Magisterial District:	Vinton
Grade Levels:	PK-5
Current Enrollment:	509 (Jan 2017)
Projected Enrollment / Year:	492 / 2025
Capacity:	585
Year of Construction:	1972
Year(s) of Major Renovation/Addition:	

Project Summary:
W.E. Cundiff Elementary, scheduled for planning and design funding in FY 2026 with construction planned in FY 2027, was constructed in 1972 and has not undergone major renovations. Much of the interior and exterior remain untouched since the schools original construction. Renovations to the 61,759 s.f. facility are needed to extend its useful life. Proposed renovations to the facility include HVAC repair and replacement, window replacement, door replacement, ADA compliance upgrades, ceiling replacement, removal of combustible partitions, painting, sprinkler system installation, and miscellaneous site related upgrades.



GLEN COVE ELEMENTARY SCHOOL

Location:	5901 Cove Road, Roanoke, VA 24019
Magisterial District:	Catawba
Grade Levels:	PK-5
Current Enrollment:	443 (Jan 2017)
Projected Enrollment / Year:	481 / 2025
Capacity:	470
Year of Construction:	1971
Year(s) of Major Renovation/Addition:	

Project Summary:
Glen Cove Elementary, scheduled for planning and design funding in FY 2027, was constructed in 1971 and has not undergone major renovations. Much of the interior and exterior remain untouched since the schools original construction. Significant renovations to the 60,010 s.f. facility are needed to extend its useful life. Proposed renovations to the facility include HVAC replacement, roofing replacement, window replacement, ADA compliance upgrades, ceiling and lighting replacement, power distribution system replacement, flooring upgrades, painting, sprinkler system installation, and miscellaneous site related upgrades.



HUMAN RESOURCES AND PAYROLL SYSTEM

Location:	District Wide
Magisterial District:	County Wide
Category:	Replacement

Project Summary:
The Human Resources (HR) and Payroll Modules project, planned from FY 2017 to FY 2020, will replace the current modules utilized by Roanoke County Schools, County of Roanoke, and the Western Virginia Regional Jail Authority. The current HR and payroll systems require compatibility with the new Integrated Financial System (IFS) that went live July 2016. With all systems housed in the same software, processes will be more efficient for the County. Project costs are anticipated to be split 50/50 with the County of Roanoke.



CAPITAL MAINTENANCE PLAN

The ***Capital Maintenance Plan*** contains a 10-year plan for preventative maintenance projects to maintain the condition and longevity of school-owned buildings.



Roanoke County Public Schools
Capital Improvement Program 2017-2026
Capital Maintenance Plan

BACKGROUND

As of January 14, 2016, the School Board established a dedicated funding stream for ongoing capital maintenance needs for facilities. The repairs of the infrastructure are scheduled in a manner to prevent costly break-downs and deterioration of systems within the buildings. The result will provide our students and employees with safe and updated facilities.

In this capital maintenance plan, facility maintenance is addressed by either "Major Maintenance" or "Modernization" projects. Major maintenance projects are the replacement of individual building components when they are no longer functioning or have reached an age when repairs are no longer possible due to cost or the lack of available replacement parts. Additionally, these aging components were not designed with current energy conservation technologies. Facility condition inspections and related modernization projects are necessary when many building components are simultaneously nearing the end of their useful life due to age and the facility needs a more comprehensive approach. A modernization may include many of the major building systems (roof, HVAC, etc.), and may also include the replacement of lighting, flooring, windows, casework, etc. Additionally, modernizations may include the installation of the infrastructure necessary to support current technology tools (interactive white boards, document cameras, etc.), as well as a more mobile computing environment.

The replacement plan has been expanded to include all of the following:

- Audio Visual
- Communications
- Electrical
- Flooring
- Heating, Ventilation, and Air Conditioning
- Painting
- Paving
- Plumbing
- Preventative Maintenance
- Roof
- Scoreboards
- Stormwater Management

A brief description is provided here for each of these items and then a summary and detailed schedules of replacement follow.

AUDIO VISUAL

Provides continued maintenance and upgrades of existing intercom, clocks, bells, and sound systems in our school facilities.

COMMUNICATIONS

A radio upgrade project is proposed to begin in late spring of 2018 and continue into the next fiscal year. The intent of this upgrade is to move from the current analog system to a full digital system. The planned radio upgrade will allow direct communication between the Roanoke County Police Department, schools, school buses and other school personnel.



Roanoke County Public Schools
Capital Improvement Program 2017-2026
Capital Maintenance Plan

ELECTRICAL



Electrical capital maintenance for 2017-2018 is for the upgrade of the fire alarm panel at Northside Middle, the installation of emergency lighting at Penn Forest Elementary, and upgrades to the motor controls at William Byrd Middle.

FLOORING

Replacement of deteriorating carpeted floors with new floor coverings for certain elementary, middle, and high schools.

HEATING, VENTILATION, AND AIR CONDITIONING

HVAC capital maintenance is multifaceted and includes upgrades to specific apparatuses, entire HVAC unit replacements, and Building Automation System upgrades.

PAINTING

An annual painting plan established to provide interior and exterior painting at three facilities each year which will allow for each facility to be painted on a 10-year rotation.

PLUMBING

Included in the FY 2018 CMP is the replacement of a domestic hot water heater at Back Creek Elementary.

PREVENTATIVE MAINTENANCE

Annual preventative maintenance is maintenance regularly performed on HVAC equipment including pumps, exhaust fans, cleaning of cooling towers, condenser coils, chiller coils, and replacement of air filters and belts. Quarterly inspections and replacements during the operating season will be conducted at all facilities.

ROOFING

Implementation of a roofing replacement program which includes partial and full replacement of roofing, insulation, and flashing. A successful roof replacement program will protect our assets and help prevent the growth of mold and mildew.

SCOREBOARDS

Provides for the district-wide replacement of aging and obsolete scoreboards in gymnasiums, sports fields and school sign message centers.

STORMWATER MANAGEMENT

This maintenance program is to remain in compliance with State standards. Maintenance included under this program includes the removal of sediment, damage repair, lawn reestablishment, mulching and maintenance of planting material.



Roanoke County Public Schools
Capital Improvement Program 2018-2027
Capital Maintenance Plan

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Audio/Visual	$ 60,000	$ -	$ 40,000	$ 40,000	$ -	$ -	$ -	$ 30,000	$ 10,000	$ 30,000
Communications	32,500	108,000	-	-	-	-	-	-	-	-
Electrical	76,500	-	20,000	20,000	-	-	-	-	-	-
Flooring	30,000	42,000	25,000	-	37,000	-	-	40,000	15,000	40,000
HVAC	315,000	500,000	570,000	370,000	240,000	103,000	58,500	549,140	248,140	492,000
Painting	-	115,000	110,000	110,000	115,000	110,000	115,000	110,000	75,000	115,000
Plumbing	20,000	-	-	-	-	-	-	-	-	-
Preventative Maintenance	185,000	185,000	185,000	190,000	190,000	190,000	195,000	195,000	200,000	200,000
Roofing	231,000	-	-	220,000	368,000	547,000	581,500	25,860	401,860	-
Scoreboards	-	-	-	-	-	-	-	-	-	73,000
Stormwater Management	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Total Capital Maintenance	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**

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Audio/Visual	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**2023-2024**	**2024-2025**	**2025-2026**	**2026-2027**
Division	$ 60,000	$ -	$ 40,000	$ 40,000	$ -	$ -	$ -	$ 30,000	$ 10,000	$ 30,000
Total Division-wide	**60,000**	**-**	**40,000**	**40,000**	**-**	**-**	**-**	**30,000**	**10,000**	**30,000**
Total Audio/Visual Needs	**$ 60,000**	**$ -**	**$ 40,000**	**$ 40,000**	**$ -**	**$ -**	**$ -**	**$ 30,000**	**$ 10,000**	**$ 30,000**

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Electrical	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**2023-2024**	**2024-2025**	**2025-2026**	**2026-2027**
Penn Forest	$ 1,500	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Elementary	**1,500**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Hidden Valley	-	-	20,000	-	-	-	-	-	-	-
Northside	25,000	-	-	-	-	-	-	-	-	-
William Byrd	50,000	-	-	20,000	-	-	-	-	-	-
Total Middle	**75,000**	**-**	**20,000**	**20,000**	**-**	**-**	**-**	**-**	**-**	**-**
Total Electrical Needs	**$ 76,500**	**$ -**	**$ 20,000**	**$ 20,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

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Communications	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**2023-2024**	**2024-2025**	**2025-2026**	**2026-2027**
Division	$ 32,500	$ 108,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Division-wide	**32,500**	**108,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Communications Needs	**$ 32,500**	**$ 108,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

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HVAC	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**2023-2024**	**2024-2025**	**2025-2026**	**2026-2027**
Back Creek	$ -	$ -	$ -	$ -	$ 115,000	$ -	$ -	$ -	$ -	$ -
Burlington	-	-	-	-	-	-	-	108,000	-	-
Cave Spring	-	-	35,000	-	-	-	-	-	-	-
Clearbrook	125,000	-	440,000	-	-	-	-	-	-	-
Fort Lewis	-	-	-	370,000	-	-	-	-	-	-
Green Valley	-	-	-	-	-	-	58,500	316,140	-	-
Herman L. Horn	-	-	-	-	-	-	-	125,000	-	-
Penn Forest	190,000	-	-	-	-	-	-	-	162,000	-
Total Elementary	**315,000**	**-**	**475,000**	**370,000**	**115,000**	**-**	**58,500**	**549,140**	**162,000**	**-**
Northside	-	500,000	95,000	-	-	-	-	-	86,140	292,000
William Byrd	-	-	-	-	125,000	-	-	-	-	-
Total Middle	**-**	**500,000**	**95,000**	**-**	**125,000**	**-**	**-**	**-**	**86,140**	**292,000**
Northside	-	-	-	-	-	103,000	-	-	-	-
Total High	**-**	**-**	**-**	**-**	**-**	**103,000**	**-**	**-**	**-**	**-**
Central Office	-	-	-	-	-	-	-	-	-	200,000
Total Division-wide	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**200,000**
Total HVAC Needs	**$ 315,000**	**$ 500,000**	**$ 570,000**	**$ 370,000**	**$ 240,000**	**$ 103,000**	**$ 58,500**	**$ 549,140**	**$ 248,140**	**$ 492,000**

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Flooring	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**2023-2024**	**2024-2025**	**2025-2026**	**2026-2027**
Green Valley	$ -	$ -	$ -	$ -	$ 15,000	$ -	$ -	$ -	$ -	$ -
Total Elementary	**-**	**-**	**-**	**-**	**15,000**	**-**	**-**	**-**	**-**	**-**
Glenvar	-	42,000	-	-	-	-	-	-	-	-
Total Middle	**-**	**42,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Division	30,000	-	25,000	-	22,000	-	-	40,000	15,000	-
Total Division-wide	**30,000**	**-**	**25,000**	**-**	**22,000**	**-**	**-**	**40,000**	**15,000**	**-**
Total Flooring Needs	**$ 30,000**	**$ 42,000**	**$ 25,000**	**$ -**	**$ 37,000**	**$ -**	**$ -**	**$ 40,000**	**$ 15,000**	**$ -**

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Painting	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**2023-2024**	**2024-2025**	**2025-2026**	**2026-2027**
Back Creek	$ -	$ -	$ -	$ -	$ -	$ 50,000	$ -	$ -	$ -	$ -
Bonsack	-	-	-	-	-	50,000	-	-	-	-
Burlington	-	-	-	-	-	-	-	50,000	-	-
Cave Spring	-	-	-	-	50,000	-	-	-	-	-
Clearbrook	-	50,000	-	-	-	-	-	-	-	50,000
Fort Lewis	-	50,000	50,000	-	-	-	-	-	-	-
Glen Cove	-	-	50,000	-	-	-	-	-	-	-
Green Valley	-	-	-	-	-	-	50,000	-	-	-
Herman L. Horn	-	-	-	50,000	-	-	-	-	-	-
Masons Cove	-	-	-	-	-	-	50,000	-	-	-
Mount Pleasant	-	-	-	-	-	-	-	50,000	-	-
Mountain View	-	-	-	-	-	-	-	-	-	50,000
Oak Grove	-	-	-	50,000	-	-	-	-	-	-
Penn Forest	-	-	-	-	50,000	-	-	-	-	-
Total Elementary	**-**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**-**	**100,000**
Cave Spring	-	-	-	-	-	-	10,000	-	-	-
Glenvar	-	-	-	-	-	10,000	-	-	-	-
Northside	-	-	-	10,000	-	-	-	-	-	-
William Byrd	-	-	10,000	-	-	-	-	-	-	-
Total Middle	**-**	**-**	**10,000**	**10,000**	**-**	**10,000**	**10,000**	**-**	**-**	**-**
Glenvar	-	-	-	-	-	-	-	-	15,000	-
Hidden Valley	-	15,000	-	-	-	-	-	-	-	15,000
Northside	-	-	-	-	15,000	-	-	-	-	-
Bogle Field	-	-	-	-	-	-	5,000	-	-	-
Burton Center	-	-	-	-	-	-	-	10,000	-	-
Total High	**-**	**15,000**	**-**	**-**	**15,000**	**-**	**5,000**	**10,000**	**15,000**	**15,000**
Maintenance	-	-	-	-	-	-	-	-	30,000	-
Transportation	-	-	-	-	-	-	-	-	30,000	-
Total Division-wide	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**60,000**	**-**
Total Painting Needs	**$ -**	**$ 115,000**	**$ 110,000**	**$ 110,000**	**$ 115,000**	**$ 110,000**	**$ 115,000**	**$ 110,000**	**$ 75,000**	**$ 115,000**

Roanoke County Public Schools
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Plumbing	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**2023-2024**	**2024-2025**	**2025-2026**	**2026-2027**
Back Creek	$ 20,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Elementary	**20,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Plumbing Needs	**$ 20,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

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Preventative Maintenance	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**2023-2024**	**2024-2025**	**2025-2026**	**2026-2027**
Division	$ 185,000	$ 185,000	$ 185,000	$ 190,000	$ 190,000	$ 190,000	$ 195,000	$ 195,000	$ 200,000	$ 200,000
Total Division-wide	**185,000**	**185,000**	**185,000**	**190,000**	**190,000**	**190,000**	**195,000**	**195,000**	**200,000**	**200,000**
Total Preventative Maintenance Needs	**$ 185,000**	**$ 185,000**	**$ 185,000**	**$ 190,000**	**$ 190,000**	**$ 190,000**	**$ 195,000**	**$ 195,000**	**$ 200,000**	**$ 200,000**

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Roofing	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**2023-2024**	**2024-2025**	**2025-2026**	**2026-2027**
Bonsack	$ -	$ -	$ -	$ -	$ -	$ 210,000	$ -	$ -	$ -	$ -
Herman L. Horn	-	-	-	-	-	-	288,000	-	-	-
Mountain View	-	-	-	-	-	-	293,500	-	-	-
Oak Grove	-	-	-	-	-	-	-	25,860	401,860	-
Total Elementary	**-**	**-**	**-**	**-**	**-**	**210,000**	**581,500**	**25,860**	**401,860**	**-**
Glenvar	189,000	-	-	-	-	-	-	-	-	-
Total Middle	**189,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Glenvar	42,000	-	-	-	-	-	-	-	-	-
Hidden Valley	-	-	-	220,000	368,000	337,000	-	-	-	-
Total High	**42,000**	**-**	**-**	**220,000**	**368,000**	**337,000**	**-**	**-**	**-**	**-**
Total Roofing Needs	**$ 231,000**	**$ -**	**$ -**	**$ 220,000**	**$ 368,000**	**$ 547,000**	**$ 581,500**	**$ 25,860**	**$ 401,860**	**$ -**

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Scoreboards	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**2023-2024**	**2024-2025**	**2025-2026**	**2026-2027**
Division	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 73,000
Total Division-wide	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**73,000**
Total Scoreboards Needs	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 73,000**

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Stormwater Management	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**2023-2024**	**2024-2025**	**2025-2026**	**2026-2027**
Division	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Total Division-wide	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**
Total Stormwater Management Needs	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**


Learning Culture
Balance
School Climate
Support Services
Professional Growth
Citizenship
Communication
Collaboration
Critical Thinking
Creativity
DEEPER LEARNING

TECHNOLOGY REPLACEMENT PLAN

The ***Technology Replacement Plan*** contains a 7-year plan for replacement of technology infrastructure and equipment that will require a significant amount of resources to fund.



Roanoke County Public Schools
Capital Improvement Program 2017-2026
Technology Replacement Plan

TECHNOLOGY INITIATIVE

The integration of technology into all facets of the instructional program is instrumental to the vision of the School System that "all Roanoke County students will be empowered to learn through technology and 21st century skills: critical thinking, collaboration, creativity, and communication."

The School System completed the fourteenth year of a technology initiative, which provides one-to-one laptop computers to all students in grades 7-12 and is extending to grade 6 in 2017-2018. The laptop computers allow flexible access to educational resources and online classes and are integrated into the daily classroom lessons while incorporating technology education into all subject areas. In addition, the School System has invested heavily in providing interactive technology throughout the School System with all classrooms equipped with an interactive white board. All schools have wireless connections to the internet and broadband was expanded in fiscal year 2016 to adequately support the heavy utilization of technology throughout the district.

The School System contracted with Martin, Yarborough and Associates for an independent evaluation of all aspects of information technology in fiscal year 2015. The purpose of the study was to optimize the investment in technology infrastructure and identify financial savings opportunities. Many of the recommendations have been implemented already.

FUNDING

Technology in Roanoke County Schools is a significant investment. Due to the obsolescence factor with technology and the integration of technology into the instructional curriculum, the school district requires dependable, stable, high-speed, and high-performing equipment. Not only is this evident in the classrooms daily and testing windows periodically, but other critical systems including the access control system, visitor management system, camera surveillance system, energy management system, student transportation system, and many more are dependent upon the district technology infrastructure on a daily basis.

On an annual basis, the School System updates a multi-year Technology Assessment Plan to schedule for obsolescence of technology equipment and identify funding streams for replacements. The School Board continues to be a frontrunner in the integration of technology throughout the instructional program. The laptop computer initiative implemented in fiscal year 2002 to provide a laptop computer to every student in grades 9 through 12 has been sustained through difficult budget years and continues to encompass additional grades, while being funded without incurring debt. With the budget pressures at the national, State, and local levels in recent years, the technology program has been funded with a combination of sources including federal stimulus funds, grant funds, and operating funds. The ongoing significant investment in technology warrants the need for a replacement funding plan to ensure the sustainability of these important tools which are an integral part of classroom instruction in the School System.

Roanoke County Public Schools
Capital Improvement Program 2017-2026
Technology Replacement Plan

BUILDING THE REPLACEMENT PLAN

The process for creating and updating the annual Technology Assessment Plan includes the following steps:

1. Updating a room by room inventory throughout the district,
2. Establishing a replacement date for each piece of equipment based on age and warranty expiration,
3. Establishing the replacement cost of each type of equipment using current quotes and purchases,
4. Building a multi-year replacement plan.

The replacement plan has been expanded to include all of the following:

- Camera equipment
- Computer labs
- IP Telephony equipment
- Library computers
- Student laptops
- Networking
- Promethean boards
- Servers
- Staff computers
- Wireless connections

A brief description is provided here for each of these items and then a summary and detailed schedules of replacement follow.

CAMERA EQUIPMENT



In fiscal year 2015, all analog cameras were replaced with a high definition digital model. Roanoke County Public Schools provides camera surveillance on most exterior doors, as well as many corridors and non-instructional areas of our facilities. The video recording devices are covered under a 5-year warranty and are in the technology replacement plan. The individual cameras are expected to perform well beyond the 5-year replacement schedule.

COMPUTER LABS

The computer labs are a primary instructional technology area in each elementary school. The labs are populated with up to 30 networked devices. These devices are included in the technology replacement plan under a 5-year rotation schedule**.**



IP TELEPHONY EQUIPMENT



To enhance communication and building safety, all instructional and administrative areas of our school facilities have access to IP telephony systems. These devices are connected to a centralized communications server. Many IP phones connect with building intercom systems for added security. All phones have the capability of dialing 911 and reporting emergency calls. The IP telephony servers are included in the technology replacement plan under a 5-year rotation schedule. The individual IP telephony devices are expected to perform well beyond the 5-year replacement schedule.

LIBRARY COMPUTERS

The library computers are a primary source for instructional technology and media center functions in each school. The libraries are populated with up to 10 networked devices. These devices are included in the technology replacement plan under a 4-year rotation schedule.

STUDENT LAPTOPS

The School Board began leasing student and staff laptops in 2013-2014 as a means of restoring the funding stream for the one-to-one high school laptop program. The lease rate does not exceed the cash purchase rate (no more than 25% for a 4-year lease). At the same time, this funding mechanism allowed the School Board to establish a sustainable funding stream that provides a means for refreshing the laptops every 4 years without identifying new funding. The School Board has added to this master lease in the last several years and will continue to do so as long as the lease rate remains favorable.

The School Board has been slowly and methodically expanding the one-to-one laptop initiative to all middle school grades. The program included 8th grade in 2015-2016, 7th grade in 2016-2017, and now 6th grade in 2017-2018. Introducing the laptops as students enter middle school will help to acclimate students with the electronic resources necessary throughout the rest of their academic career and beyond. In addition, the curriculum structure is being re-designed to ensure that students receive additional training on the appropriate and productive use of the laptops by all teachers.



NETWORKING

To support the instructional technology program, Roanoke County Public Schools provides enterprise-level networking devices for all building facilities. The network hardware is responsible for wide-area and local-area network connections including wired and wireless devices, all IP telephony, all IP security systems and enterprise-level management systems. This network equipment is in the technology replacement plan under a normal 6-year rotation schedule**.**

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PROMETHEAN BOARDS

To increase student collaboration, Roanoke County Public Schools provides a Promethean interactive whiteboard in each instructional area of our building facilities. Our technology staff provides professional development for teachers on the effective use of this equipment. Software for the equipment is installed on all staff and student laptops to better utilize the interactive boards. All equipment is maintained by the technology department and has performed well beyond the normal rotation schedule. The Promethean boards have been added to the technology replacement plan. We will begin replacement of the oldest boards in 2018-2019. The rotation schedule will continue to replace equipment based on the oldest equipment.



SERVERS

To satisfy the delivery needs of the instructional technology program, Roanoke County Public Schools provides server equipment for enterprise-level applications. Our central office location is the home to server equipment supporting all Active Directory user and computer information, administration files, student database functions, and enterprise e-mail. The district also maintains a disaster recovery location with server equipment for quick restoration of enterprise services. The school locations also have a single server for building functions. All server equipment is included in the technology replacement plan and is under a normal 5-year rotation schedule.

STAFF COMPUTERS

To support our instructional technology program, Roanoke County Public Schools provides all teaching staff with a laptop. This equipment gives our teachers the tools to integrate technology in all subject areas while developing technology skills in our students.. Select staff is provided a desktop for administrative use. The staff computers are included in the technology replacement plan and is under a normal 4-year rotation schedule



WIRELESS CONNECTIONS

To support our instructional technology program, Roanoke County Public Schools has an enterprise-level wireless network infrastructure. All wireless hardware is managed by a centralized system for administrative purposes. Wireless devices connecting to the district wireless infrastructure can be monitored for network traffic statistics. All district buildings are fully covered by wireless for ample high-speed internet connectivity. The wireless network infrastructure is included in the technology replacement program under a normal 6-year rotation plan.

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	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Camera Equipment	$ -	$ -	$ -	$ -	$ 224,000	$ -	$ -
Computer Labs	43,430	121,200	-	196,950	104,030	121,200	-
IP Telephony Equipment	132,750	-	-	-	-	-	214,560
Library Computers	-	113,120	-	-	-	113,120	-
Student Laptops	301,990	-	315,120	646,653	301,990	-	315,120
Networking	747,000	612,000	594,000	369,000	549,000	999,000	747,000
Promethean Boards	-	574,000	567,000	378,000	262,500	798,000	784,000
Servers	148,000	121,000	126,000	117,000	121,000	148,000	121,000
Staff Computers	96,200	112,073	-	103,656	96,200	112,073	-
Wireless Connections	-	88,000	115,500	-	203,000	115,500	85,250
Total Technology Needs	**$ 1,469,370**	**$ 1,741,393**	**$ 1,717,620**	**$ 1,811,258**	**$ 1,861,720**	**$ 2,406,893**	**$ 2,266,930**

Roanoke County Public Schools
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Camera Equipment	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**2023-2024**
Back Creek	$ -	$ -	$ -	$ -	$ 8,000	$ -	$ -
Bonsack	-	-	-	-	8,000	-	-
Burlington	-	-	-	-	8,000	-	-
Cave Spring	-	-	-	-	8,000	-	-
Clearbrook	-	-	-	-	8,000	-	-
Fort Lewis	-	-	-	-	8,000	-	-
Glen Cove	-	-	-	-	8,000	-	-
Glenvar	-	-	-	-	8,000	-	-
Green Valley	-	-	-	-	8,000	-	-
Herman L. Horn	-	-	-	-	8,000	-	-
Masons Cove	-	-	-	-	8,000	-	-
Mount Pleasant	-	-	-	-	8,000	-	-
Mountain View	-	-	-	-	8,000	-	-
Oak Grove	-	-	-	-	8,000	-	-
Penn Forest	-	-	-	-	8,000	-	-
W.E. Cundiff	-	-	-	-	8,000	-	-
Total Elementary	**-**	**-**	**-**	**-**	**128,000**	**-**	**-**
Cave Spring	-	-	-	-	8,000	-	-
Glenvar	-	-	-	-	8,000	-	-
Hidden Valley	-	-	-	-	8,000	-	-
Northside	-	-	-	-	8,000	-	-
William Byrd	-	-	-	-	8,000	-	-
Total Middle	**-**	**-**	**-**	**-**	**40,000**	**-**	**-**
Glenvar	-	-	-	-	8,000	-	-
Hidden Valley	-	-	-	-	8,000	-	-
Northside	-	-	-	-	8,000	-	-
Cave Spring	-	-	-	-	8,000	-	-
William Byrd	-	-	-	-	8,000	-	-
Burton Center	-	-	-	-	8,000	-	-
Total High	**-**	**-**	**-**	**-**	**48,000**	**-**	**-**
Division-Wide	**-**	**-**	**-**	**-**	**8,000**	**-**	**-**
Total Camera Equipment Needs	**$ -**	**$ -**	**$ -**	**$ -**	**$ 224,000**	**$ -**	**$ -**

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Capital Improvement Program 2018-2027
Technology Replacement Plan

Computer Labs	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**2023-2024**
Bonsack	-	15,150	-	15,150	-	15,150	-
Burlington	-	-	-	30,300	15,150	-	-
Cave Spring	-	-	-	30,300	-	-	-
Clearbrook	14,140	-	-	-	14,140	-	-
Fort Lewis	15,150	-	-	-	15,150	-	-
Glen Cove	-	15,150	-	15,150	-	15,150	-
Glenvar	-	-	-	15,150	15,150	-	-
Green Valley	-	15,150	-	30,300	-	15,150	-
Herman L. Horn	-	15,150	-	-	15,150	15,150	-
Masons Cove	14,140	-	-	-	14,140	-	-
Mount Pleasant	-	-	-	30,300	-	-	-
Mountain View	-	15,150	-	-	-	15,150	-
Oak Grove	-	15,150	-	-	15,150	15,150	-
Penn Forest	-	15,150	-	15,150	-	15,150	-
W.E. Cundiff	-	15,150	-	15,150	-	15,150	-
Total Elementary	**43,430**	**121,200**	**-**	**196,950**	**104,030**	**121,200**	**-**
Total Computer Labs Needs	**$ 43,430**	**$ 121,200**	**$ -**	**$ 196,950**	**$ 104,030**	**$ 121,200**	**$ -**

Roanoke County Public Schools
Capital Improvement Program 2018-2027
Technology Replacement Plan

IP Telephony Equipment	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**2023-2024**
Back Creek	$ 4,125	$ -	$ -	$ -	$ -	$ -	$ 3,960
Bonsack	4,125	-	-	-	-	-	6,300
Burlington	4,125	-	-	-	-	-	6,300
Cave Spring	4,125	-	-	-	-	-	6,300
Clearbrook	4,125	-	-	-	-	-	3,960
Fort Lewis	4,125	-	-	-	-	-	3,960
Glen Cove	4,125	-	-	-	-	-	6,300
Glenvar	4,125	-	-	-	-	-	3,960
Green Valley	4,125	-	-	-	-	-	6,300
Herman L. Horn	4,125	-	-	-	-	-	6,300
Masons Cove	4,125	-	-	-	-	-	3,960
Mount Pleasant	4,125	-	-	-	-	-	3,960
Mountain View	4,125	-	-	-	-	-	6,300
Oak Grove	4,125	-	-	-	-	-	6,300
Penn Forest	4,125	-	-	-	-	-	6,300
W.E. Cundiff	4,125	-	-	-	-	-	6,300
Total Elementary	**66,000**	**-**	**-**	**-**	**-**	**-**	**86,760**
Cave Spring	4,125	-	-	-	-	-	18,000
Glenvar	4,125	-	-	-	-	-	16,200
Hidden Valley	4,125	-	-	-	-	-	18,000
Northside	4,125	-	-	-	-	-	8,100
William Byrd	4,125	-	-	-	-	-	9,900
Total Middle	**20,625**	**-**	**-**	**-**	**-**	**-**	**70,200**
Hidden Valley	8,250	-	-	-	-	-	10,800
Northside	8,250	-	-	-	-	-	10,800
Cave Spring	8,250	-	-	-	-	-	9,000
William Byrd	8,250	-	-	-	-	-	10,800
Burton Center	4,125	-	-	-	-	-	5,400
Total High	**37,125**	**-**	**-**	**-**	**-**	**-**	**57,600**
Division-Wide	**9,000**	**-**	**-**	**-**	**-**	**-**	**-**
Total IP Telephony Equipment Needs	**$ 132,750**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 214,560**

Roanoke County Public Schools
Capital Improvement Program 2018-2027
Technology Replacement Plan

Library Computers	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**2023-2024**
Back Creek	$ -	$ 4,040	$ -	$ -	$ -	$ 4,040	$ -
Bonsack	-	4,040	-	-	-	4,040	-
Burlington	-	4,040	-	-	-	4,040	-
Cave Spring	-	4,040	-	-	-	4,040	-
Clearbrook	-	3,030	-	-	-	3,030	-
Fort Lewis	-	4,040	-	-	-	4,040	-
Glen Cove	-	4,040	-	-	-	4,040	-
Glenvar	-	4,040	-	-	-	4,040	-
Green Valley	-	4,040	-	-	-	4,040	-
Herman L. Horn	-	4,040	-	-	-	4,040	-
Masons Cove	-	3,030	-	-	-	3,030	-
Mount Pleasant	-	4,040	-	-	-	4,040	-
Mountain View	-	4,040	-	-	-	4,040	-
Oak Grove	-	4,040	-	-	-	4,040	-
Penn Forest	-	4,040	-	-	-	4,040	-
W.E. Cundiff	-	4,040	-	-	-	4,040	-
Total Elementary	**-**	**62,620**	**-**	**-**	**-**	**62,620**	**-**
Cave Spring	-	5,050	-	-	-	5,050	-
Glenvar	-	5,050	-	-	-	5,050	-
Hidden Valley	-	5,050	-	-	-	5,050	-
Northside	-	5,050	-	-	-	5,050	-
William Byrd	-	5,050	-	-	-	5,050	-
Total Middle	**-**	**25,250**	**-**	**-**	**-**	**25,250**	**-**
Glenvar	-	5,050	-	-	-	5,050	-
Hidden Valley	-	5,050	-	-	-	5,050	-
Northside	-	5,050	-	-	-	5,050	-
Cave Spring	-	5,050	-	-	-	5,050	-
William Byrd	-	5,050	-	-	-	5,050	-
Total High	**-**	**25,250**	**-**	**-**	**-**	**25,250**	**-**
Total Library Computers Needs	**$ -**	**$ 113,120**	**$ -**	**$ -**	**$ -**	**$ 113,120**	**$ -**

Roanoke County Public Schools
Capital Improvement Program 2018-2027
Technology Replacement Plan

Student Laptops	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**2023-2024**
Back Creek	$ -	$ -	$ -	$ 12,474	$ -	$ -	$ -
Bonsack	-	-	-	12,474	-	-	-
Burlington	-	-	-	12,474	-	-	-
Cave Spring	-	-	-	12,474	-	-	-
Clearbrook	-	-	-	12,474	-	-	-
Fort Lewis	-	-	-	12,474	-	-	-
Glen Cove	-	-	-	12,474	-	-	-
Glenvar	-	-	-	12,474	-	-	-
Green Valley	-	-	-	12,474	-	-	-
Herman L. Horn	-	-	-	12,474	-	-	-
Masons Cove	-	-	-	12,474	-	-	-
Mount Pleasant	-	-	-	12,474	-	-	-
Mountain View	-	-	-	12,474	-	-	-
Oak Grove	-	-	-	12,474	-	-	-
Penn Forest	-	-	-	12,474	-	-	-
W.E. Cundiff	-	-	-	13,130	-	-	-
Total Elementary	**-**	**-**	**-**	**200,233**	**-**	**-**	**-**
Cave Spring	28,886	-	-	57,772	28,886	-	-
Glenvar	28,886	-	-	57,772	28,886	-	-
Hidden Valley	28,886	-	-	57,772	28,886	-	-
Northside	28,886	-	-	57,772	28,886	-	-
William Byrd	28,886	-	-	57,772	28,886	-	-
Total Middle	**144,430**	**-**	**-**	**288,860**	**144,430**	**-**	**-**
Glenvar	31,512	-	63,024	31,512	31,512	-	63,024
Hidden Valley	31,512	-	63,024	31,512	31,512	-	63,024
Northside	31,512	-	63,024	31,512	31,512	-	63,024
Cave Spring	31,512	-	63,024	31,512	31,512	-	63,024
William Byrd	31,512	-	63,024	31,512	31,512	-	63,024
Total High	**157,560**	**-**	**315,120**	**157,560**	**157,560**	**-**	**315,120**
Total Student Laptops Needs	**$ 301,990**	**$ -**	**$ 315,120**	**$ 646,653**	**$ 301,990**	**$ -**	**$ 315,120**

Roanoke County Public Schools
Capital Improvement Program 2018-2027
Technology Replacement Plan

Networking	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**2023-2024**
Back Creek	$ -	$ 99,000	$ -	$ -	$ -	$ -	$ -
Bonsack	90,000	-	-	-	-	-	90,000
Burlington	-	-	-	-	-	144,000	-
Cave Spring	-	-	-	126,000	-	-	-
Clearbrook	-	-	-	90,000	-	-	-
Fort Lewis	-	-	81,000	-	-	-	-
Glen Cove	-	108,000	-	-	-	-	-
Glenvar	-	-	-	126,000	-	-	-
Green Valley	108,000	-	-	-	-	-	108,000
Herman L. Horn	-	-	-	-	-	108,000	-
Masons Cove	72,000	-	-	-	-	-	72,000
Mount Pleasant	-	-	117,000	-	-	-	-
Mountain View	-	-	-	-	144,000	-	-
Oak Grove	-	-	-	-	-	153,000	-
Penn Forest	-	-	-	-	108,000	-	-
W.E. Cundiff	-	-	-	-	117,000	-	-
Total Elementary	**270,000**	**207,000**	**198,000**	**342,000**	**369,000**	**405,000**	**270,000**
Cave Spring	-	-	-	-	-	198,000	-
Glenvar	144,000	-	-	-	-	-	144,000
Hidden Valley	-	-	198,000	-	-	-	-
Northside	-	-	-	-	-	198,000	-
William Byrd	-	-	-	-	-	198,000	-
Total Middle	**144,000**	**-**	**198,000**	**-**	**-**	**594,000**	**144,000**
Hidden Valley	225,000	-	-	-	-	-	225,000
Cave Spring	-	333,000	-	-	-	-	-
Burton Center	-	-	180,000	-	-	-	-
Total High	**225,000**	**333,000**	**180,000**	**-**	**-**	**-**	**225,000**
Division-Wide	**108,000**	**72,000**	**18,000**	**27,000**	**180,000**	**-**	**108,000**
Total Networking Needs	**$ 747,000**	**$ 612,000**	**$ 594,000**	**$ 369,000**	**$ 549,000**	**$ 999,000**	**$ 747,000**

Roanoke County Public Schools
Capital Improvement Program 2018-2027
Technology Replacement Plan

Promethean Boards	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**2023-2024**
Back Creek	$ -	$ 70,000	$ -	$ -	$ -	$ -	$ -
Bonsack	-	-	108,500	-	-	-	-
Burlington	-	-	-	115,500	-	-	-
Cave Spring	-	-	108,500	-	-	-	-
Clearbrook	-	-	-	87,500	-	-	-
Fort Lewis	-	-	-	77,000	-	-	-
Glen Cove	-	-	-	-	-	101,500	-
Glenvar	-	-	-	98,000	-	-	-
Green Valley	-	-	-	-	-	115,500	-
Herman L. Horn	-	-	-	-	-	115,500	-
Masons Cove	-	70,000	-	-	-	-	-
Mount Pleasant	-	-	-	-	-	98,000	-
Mountain View	-	108,500	-	-	-	-	-
Oak Grove	-	108,500	-	-	-	-	-
Penn Forest	-	108,500	-	-	-	-	-
W.E. Cundiff	-	108,500	-	-	-	-	-
Total Elementary	**-**	**574,000**	**217,000**	**378,000**	**-**	**430,500**	**-**
Glenvar	-	-	-	-	157,500	-	-
Hidden Valley	-	-	-	-	-	192,500	-
Northside	-	-	175,000	-	-	-	-
Total Middle	**-**	**-**	**175,000**	**-**	**157,500**	**192,500**	**385,000**
Hidden Valley	-	-	175,000	-	-	-	-
Northside	-	-	-	-	-	175,000	-
Burton Center	-	-	-	-	105,000	-	-
Total High	**-**	**-**	**175,000**	**-**	**105,000**	**175,000**	**385,000**
Total Promethean Boards Needs	**$ -**	**$ 574,000**	**$ 567,000**	**$ 378,000**	**$ 262,500**	**$ 798,000**	**$ 784,000**

Roanoke County Public Schools
Capital Improvement Program 2018-2027
Technology Replacement Plan

Servers	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**2023-2024**
Glenvar	$ -	$ -	$ 9,000	$ -	$ -	$ -	$ -
Hidden Valley	-	-	9,000	-	-	-	-
Northside	-	-	9,000	-	-	-	-
William Byrd	-	-	9,000	-	-	-	-
Total Middle	**-**	**-**	**36,000**	**-**	**-**	**-**	**-**
Hidden Valley	-	-	9,000	-	-	-	-
Northside	-	-	9,000	-	-	-	-
Cave Spring	-	-	9,000	-	-	-	-
William Byrd	-	-	9,000	-	-	-	-
Burton Center	-	-	9,000	-	-	-	-
Total High	**-**	**-**	**45,000**	**-**	**-**	**-**	**-**
Division-Wide	**148,000**	**121,000**	**45,000**	**117,000**	**121,000**	**148,000**	**121,000**
Total Servers Needs	**$ 148,000**	**$ 121,000**	**$ 126,000**	**$ 117,000**	**$ 121,000**	**$ 148,000**	**$ 121,000**

Roanoke County Public Schools
Capital Improvement Program 2018-2027
Technology Replacement Plan

Staff Computers	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**2023-2024**
Back Creek	$ 7,937	$ -	$ -	$ -	$ 7,937	$ -	$ -
Bonsack	-	9,620	-	-	-	9,620	-
Burlington	10,101	-	-	-	10,101	-	-
Cave Spring	8,177	-	-	-	8,177	-	-
Clearbrook	6,975	-	-	-	6,975	-	-
Fort Lewis	6,494	-	-	-	6,494	-	-
Glen Cove	9,380	-	-	-	9,380	-	-
Glenvar	7,937	-	-	-	7,937	-	-
Green Valley	7,456	-	-	-	7,456	-	-
Herman L. Horn	-	10,342	-	-	-	10,342	-
Masons Cove	5,532	-	-	-	5,532	-	-
Mount Pleasant	7,456	-	-	-	7,456	-	-
Mountain View	-	9,620	-	-	-	9,620	-
Oak Grove	-	10,342	-	-	-	10,342	-
Penn Forest	8,899	-	-	-	8,899	-	-
W.E. Cundiff	9,861	-	-	-	9,861	-	-
Total Elementary	**96,200**	**39,923**	**-**	**-**	**96,200**	**39,923**	**-**
Cave Spring	-	14,430	-	-	-	14,430	-
Glenvar	-	13,228	-	-	-	13,228	-
Hidden Valley	-	14,430	-	-	-	14,430	-
Northside	-	14,430	-	-	-	14,430	-
William Byrd	-	15,633	-	-	-	15,633	-
Total Middle	**-**	**72,150**	**-**	**-**	**-**	**72,150**	**-**
Glenvar	-	-	-	13,709	-	-	-
Hidden Valley	-	-	-	19,000	-	-	-
Northside	-	-	-	19,721	-	-	-
Cave Spring	-	-	-	19,962	-	-	-
William Byrd	-	-	-	23,810	-	-	-
Burton Center	-	-	-	7,456	-	-	-
Total High	**-**	**-**	**-**	**103,656**	**-**	**-**	**-**
Total Staff Computers Needs	**$ 96,200**	**$ 112,073**	**$ -**	**$ 103,656**	**$ 96,200**	**$ 112,073**	**$ -**

Roanoke County Public Schools
Capital Improvement Program 2018-2027
Technology Replacement Plan

Wireless Connections	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**2023-2024**
Back Creek	$ -	$ -	$ -	$ -	$ 7,000	$ -	$ -
Bonsack	-	-	-	-	7,000	-	-
Burlington	-	-	-	-	7,000	-	-
Cave Spring	-	-	-	-	7,000	-	-
Clearbrook	-	-	-	-	7,000	-	-
Fort Lewis	-	-	-	-	7,000	-	-
Glen Cove	-	-	-	-	7,000	-	-
Glenvar	-	-	-	-	7,000	-	-
Green Valley	-	-	-	-	7,000	-	-
Herman L. Horn	-	-	-	-	7,000	-	-
Masons Cove	-	-	-	-	7,000	-	-
Mount Pleasant	-	-	-	-	7,000	-	-
Mountain View	-	-	-	-	7,000	-	-
Oak Grove	-	-	-	-	7,000	-	-
Penn Forest	-	-	-	-	7,000	-	-
W.E. Cundiff	-	-	-	-	7,000	-	-
Total Elementary	**-**	**-**	**-**	**-**	**112,000**	**-**	**-**
Cave Spring	-	-	-	-	7,000	-	38,500
Glenvar	-	-	-	-	7,000	-	33,000
Hidden Valley	-	-	-	-	7,000	38,500	-
Northside	-	-	-	-	7,000	38,500	-
William Byrd	-	-	-	-	7,000	38,500	-
Total Middle	**-**	**-**	**-**	**-**	**35,000**	**115,500**	**71,500**
Glenvar	-	-	-	-	7,000	-	-
Hidden Valley	-	44,000	-	-	7,000	-	-
Northside	-	44,000	-	-	7,000	-	-
Cave Spring	-	-	44,000	-	7,000	-	-
William Byrd	-	-	44,000	-	7,000	-	-
Burton Center	-	-	27,500	-	7,000	-	-
Total High	**-**	**88,000**	**115,500**	**-**	**42,000**	**-**	**-**
Division-Wide	**-**	**-**	**-**	**-**	**14,000**	**-**	**13,750**
Needs	**$ -**	**$ 88,000**	**$ 115,500**	**$ -**	**$ 203,000**	**$ 115,500**	**$ 85,250**

BUS REPLACEMENT PLAN

The ***Bus Replacement Plan*** contains a 15-year plan for replacement of school buses that will require a significant amount of resources to fund.



Roanoke County Public Schools
Capital Improvement Program 2018-2027
Bus Replacement Plan

BACKGROUND

Roanoke County Public Schools runs a comprehensive bus system in order to provide transportation of students to and from school and related activities each day. The School System operates 109 regular buses and 42 special needs buses. With a total of 151 school buses running on a daily basis, this is a large investment that must be maintained and replaced in a purposeful manner. Historically, school buses tend to have a 15-year life before the cost to maintain the bus outweighs the cost to replace the bus.

FUNDING

The School System has purposefully established dedicated funding streams for the ongoing capital need for vehicles. The school bus replacement schedule, based on age and condition of the bus fleet, necessitates the replacement of approximately ten school buses per year. The annual budget includes funds earmarked specifically towards this purpose which allows the School Board to accumulate a bus replacement reserve and pay cash for the purchases each year rather than borrowing funds and incurring the additional financing charges. Additional funding for the replacement of buses will continue to impact future budget cycles until full funding for bus replacements is restored.

PROPANE FLEET

Roanoke County Public Schools houses a bus lot with a propane fueling station at Glenvar High School. During the renovation of this school recently, the School System researched alternative fuels as a cost-savings option for operating school buses. During the renovation, a new propane fuel site was installed at the high school by Davenport Energy at no cost for the tank/pump. In addition, a plan to pilot the use of propane buses from this bus lot was created and during 2015 the School System purchased ten Blue Bird/Roush propane fueled buses.

The propane buses were piloted in 2016-2017 to determine the benefits versus the costs of converting more of the fleet propane. Although the initial feedback on propane bus performance is excellent and the drivers love them, it was determined that the additional cost for fuel consumption outweighs the maintenance savings and so the expected fuel savings does not appear to be realizable at this time. As such, the Bus Replacement Plan does not include propane replacements.

PROPANE FLEET

During 2017 the School System was awarded the EPA's National Clean Diesel Rebate Program in an amount up to $215,000. This grant is available to replace older, high mileage school buses with new lower emission buses. As part of this grant, five end-of-life diesel-powered buses will be demolished and replaced in the scheduled Bus Replacement Plan.

Roanoke County Public Schools
Capital Improvement Program 2018-2027
Bus Replacement Plan

	No. Of Buses Due To Replace					Average Cost Per Bus With 2% Inflation				Projected Annual Amount for Bus Purchase	Projected Annual Allocation To Bus Reserves	Prior Year Bus Reserves	Projected Interest Income and Surplus Sales	Projected Annual Amount Available	Cumulative Surplus (Deficit) of Bus Reserves	Increases (Decreases) In Budgeted Bus Reserves
	Regular (Diesel)	SpEd (Gas)	Regular (Propane)	Regular (Gas)	TOTAL	Regular (Diesel)	SpEd (Gas)	Regular (Propane)	Regular (Gas)							
2017-18	8	3	0	0	11	$85,272	$64,906	$98,656	$85,792	**$ 876,893**	$ 533,219	$ 1,771,731	$ 10,000	**$2,314,950**	$ 1,438,057	$ (465,000)
2018-19	10	3	0	0	13	86,977	66,204	100,630	87,508	**1,068,386**	633,219	1,438,057	10,000	**2,081,276**	1,012,890	100,000
2019-20	9	2	0	0	11	88,717	67,528	102,642	89,258	**933,509**	733,219	1,012,890	10,000	**1,756,109**	822,601	100,000
2020-21	8	2	0	0	10	90,491	68,878	104,695	91,043	**861,687**	833,219	822,601	10,000	**1,665,820**	804,132	100,000
2021-22	9	1	0	0	10	92,301	70,256	106,789	92,864	**900,966**	933,219	804,132	10,000	**1,747,351**	846,385	100,000
2022-23	11	2	0	0	13	94,147	71,661	108,925	94,722	**1,178,941**	933,219	846,385	10,000	**1,789,604**	610,663	0
2023-24	8	4	0	0	12	96,030	73,094	111,103	96,616	**1,060,618**	933,219	610,663	10,000	**1,553,882**	493,264	0
2024-25	8	3	0	0	11	97,951	74,556	113,325	98,548	**1,007,274**	933,219	493,264	10,000	**1,436,483**	429,208	0
2025-26	8	3	0	0	11	99,910	76,047	115,592	100,519	**1,027,420**	933,219	429,208	10,000	**1,372,427**	345,007	0
2026-27	6	3	0	0	9	101,908	77,568	117,904	102,530	**844,152**	933,219		10,000	**943,219**	99,067	0
2027-28	4	3	0	0	7	103,946	79,120	120,262	104,580	**653,143**	933,219		10,000	**943,219**	290,076	0
2028-29	4	3	0	0	7	106,025	80,702	122,667	106,672	**666,206**	933,219		10,000	**943,219**	277,013	0
2029-30	4	3	0	0	7	108,146	82,316	125,120	108,805	**679,530**	933,219		10,000	**943,219**	263,689	0
2030-31	6	3	0	0	9	110,308	83,962	127,623	110,981	**913,738**	933,219		10,000	**943,219**	29,481	0
2031-32	6	4	0	0	10	112,515	85,642	130,175	113,201	**1,017,654**	933,219		10,000	**943,219**	(74,435)	0
Total	109	42	0	0	151											


ROANOKE COUNTY PUBLIC SCHOOLS
ACCENT Excellence



Roanoke County Public Schools
Pay Plan
2017-18

Draft Presented to School Board for Review on March 30, 2017


Learning Culture
Balance
School Climate
Professional Growth
Support Services
Citizenship
Communication
Collaboration
Critical Thinking
Creativity
DEEPER LEARNING

Roanoke County Public Schools
Salary Scales
2017-18

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Roanoke County Public Schools
Teacher, Librarian, Guidance Counselor
2017-2018

ANNUAL SALARY -- 200 Day Contract (7.33 hours per day)

Year	BA (T1)	BA+12 (T2)	BA+24 (T3)	MA (T4)	Doctor (T5)
1	$38,585	$39,185	$39,785	$40,985	$42,585
2	$39,164	$39,764	$40,364	$41,564	$43,164
3	$39,751	$40,351	$40,951	$42,151	$43,751
4	$40,348	$40,948	$41,548	$42,748	$44,348
5	$40,953	$41,553	$42,153	$43,353	$44,953
6	$41,567	$42,167	$42,767	$43,967	$45,567
7	$42,191	$42,791	$43,391	$44,591	$46,191
8	$42,823	$43,423	$44,023	$45,223	$46,823
9	$43,466	$44,066	$44,666	$45,866	$47,466
10	$44,118	$44,718	$45,318	$46,518	$48,118
11	$44,780	$45,380	$45,980	$47,180	$48,780
12	$45,451	$46,051	$46,651	$47,851	$49,451
13	$46,133	$46,733	$47,333	$48,533	$50,133
14	$46,825	$47,425	$48,025	$49,225	$50,825
15	$47,527	$48,127	$48,727	$49,927	$51,527
16	$48,240	$48,840	$49,440	$50,640	$52,240
17	$48,964	$49,564	$50,164	$51,364	$52,964
18	$49,698	$50,298	$50,898	$52,098	$53,698
19	$50,444	$51,044	$51,644	$52,844	$54,444
20	$51,201	$51,801	$52,401	$53,601	$55,201
21	$51,969	$52,569	$53,169	$54,369	$55,969
22	$52,748	$53,348	$53,948	$55,148	$56,748
23	$53,539	$54,139	$54,739	$55,939	$57,539
24	$54,342	$54,942	$55,542	$56,742	$58,342
25	$55,158	$55,758	$56,358	$57,558	$59,158
26	$55,985	$56,585	$57,185	$58,385	$59,985
27	$56,825	$57,425	$58,025	$59,225	$60,825
28	$57,677	$58,277	$58,877	$60,077	$61,677
29	$58,542	$59,142	$59,742	$60,942	$62,542
30	$59,420	$60,020	$60,620	$61,820	$63,420

Roanoke County Public Schools
Teacher, Librarian, Guidance Counselor
2017-2018

HOURLY RATES

Year	BA (T1)	BA+12 (T2)	BA+24 (T3)	MA (T4)	Doctor (T5)
1	$26.31992	$26.72920	$27.13847	$27.95703	$29.04843
2	$26.71487	$27.12415	$27.53342	$28.35198	$29.44338
3	$27.11528	$27.52456	$27.93383	$28.75239	$29.84379
4	$27.52251	$27.93179	$28.34106	$29.15962	$30.25102
5	$27.93520	$28.34447	$28.75375	$29.57231	$30.66371
6	$28.35402	$28.76330	$29.17258	$29.99113	$31.08254
7	$28.77967	$29.18895	$29.59823	$30.41678	$31.50819
8	$29.21078	$29.62005	$30.02933	$30.84789	$31.93929
9	$29.64939	$30.05866	$30.46794	$31.28649	$32.37790
10	$30.09413	$30.50341	$30.91269	$31.73124	$32.82265
11	$30.54570	$30.95498	$31.36426	$32.18281	$33.27422
12	$31.00341	$31.41269	$31.82196	$32.64052	$33.73192
13	$31.46862	$31.87790	$32.28718	$33.10573	$34.19714
14	$31.94065	$32.34993	$32.75921	$33.57776	$34.66917
15	$32.41951	$32.82879	$33.23806	$34.05662	$35.14802
16	$32.90587	$33.31514	$33.72442	$34.54297	$35.63438
17	$33.39973	$33.80900	$34.21828	$35.03683	$36.12824
18	$33.90041	$34.30969	$34.71896	$35.53752	$36.62892
19	$34.40928	$34.81855	$35.22783	$36.04638	$37.13779
20	$34.92565	$35.33492	$35.74420	$36.56276	$37.65416
21	$35.44952	$35.85880	$36.26808	$37.08663	$38.17804
22	$35.98090	$36.39018	$36.79945	$37.61801	$38.70941
23	$36.52046	$36.92974	$37.33902	$38.15757	$39.24898
24	$37.06821	$37.47749	$37.88677	$38.70532	$39.79673
25	$37.62483	$38.03411	$38.44338	$39.26194	$40.35334
26	$38.18895	$38.59823	$39.00750	$39.82606	$40.91746
27	$38.76194	$39.17121	$39.58049	$40.39905	$41.49045
28	$39.34311	$39.75239	$40.16166	$40.98022	$42.07162
29	$39.93315	$40.34243	$40.75171	$41.57026	$42.66166
30	$40.53206	$40.94134	$41.35061	$42.16917	$43.26057

Job Classification List
2017-2018

Based on 260 days - 8 hours per day (Excluding Lunch)

Title	Overtime Status	Scale	Min	Mid	Max	Hours Per Day
Building Operator	Non-Exempt	1	$19,573	$26,416	$33,280	8.0
Bus Aide	Non-Exempt	1	$19,573	$26,416	$33,280	4.0 – 5.75
Nutrition Associate	Non-Exempt	1	$19,573	$26,416	$33,280	5.0
Instructional Assistant	Non-Exempt	3	$21,570	$29,124	$36,670	6.83 or 7.33
Assistant Nutrition Manager	Non-Exempt	4	$22,651	$30,580	$38,501	6.0
Bus Driver (FT)	Non-Exempt	7	$26,229	$35,400	$44,595	8.0
Bus Lot Attendant	Non-Exempt	7	$26,229	$35,400	$44,595	8.0
Warehouse/ Delivery	Non-Exempt	7	$26,229	$35,400	$44,595	8.0
Administrative Assistant	Non-Exempt	8	$27,539	$37,170	$46,821	8.0
Building Manager - Elem	Non-Exempt	9	$28,912	$39,028	$49,150	8.0
Nutrition Manager - Elementary	Non-Exempt	9	$28,912	$39,028	$49,150	7.5
Tradesman	Non-Exempt	9	$28,912	$39,028	$49,150	8.0
Press Operator	Non-Exempt	9	$28,912	$39,028	$49,150	8.0
Building Manager - Secondary	Non-Exempt	10	$30,347	$40,980	$51,584	8.0
Administrative Specialist	Non-Exempt	11	$31,866	$43,029	$54,163	8.0
Licensure Manager	Non-Exempt	11	$31,866	$43,029	$54,163	8.0
Nutrition Manager - Secondary	Non-Exempt	11	$31,866	$43,029	$54,163	8.0
Payroll Specialist	Non-Exempt	11	$31,866	$43,029	$54,163	8.0
Warehouse Office Manager	Non-Exempt	11	$31,866	$43,029	$54,163	8.0
Bus Driver (PT)	Non-Exempt	12	$33,467	$45,180	$56,888	4.0 – 5.75
Master HVAC Technician	Non-Exempt	13	$35,131	$47,439	$59,717	8.0
Mechanic/ Technician	Non-Exempt	13	$35,131	$47,439	$59,717	8.0
Nutrition Field Manager	Non-Exempt	13	$35,131	$47,439	$59,717	7.5
Interpreter	Non-Exempt	14	$36,899	$49,811	$62,733	7.33
IT Technician	Non-Exempt	14	$36,899	$49,811	$62,733	8.0
Lead Tradesman	Non-Exempt	14	$36,899	$49,811	$62,733	8.0
Nutrition Coordinator	Exempt	14	$36,899	$49,811	$62,733	8.0

Annual Salary amounts are rounded to whole dollars.

Job Classification List
2017-2018

Based on 260 days - 8 hours per day (Excluding Lunch)

Title	Overtime Status	Scale	Min	Mid	Max	Hours Per Day
Parts Manager	Non-Exempt	14	$36,899	$49,811	$62,733	8.0
Print Shop Specialist	Exempt	14	$36,899	$49,811	$62,733	8.0
Audio-Visual Specialist	Exempt	15	$38,750	$52,302	$65,874	8.0
Book Store Purchasing Manager	Exempt	15	$38,750	$52,302	$65,874	8.0
Communications Specialist	Exempt	15	$38,750	$52,302	$65,874	8.0
Systems Analyst	Exempt	15	$38,750	$52,302	$65,874	8.0
Network Manager	Exempt	16	$40,685	$54,912	$69,160	8.0
Construction Coordinator	Exempt	17	$42,723	$57,663	$72,634	8.0
Deputy Clerk	Exempt	17	$42,723	$57,663	$72,634	8.0
Energy Manager	Exempt	17	$42,723	$57,663	$72,634	8.0
PT/OT Therapy Assistant	Non-Exempt	17	$42,723	$57,663	$72,634	4.8 or 8.0
Route Supervisor	Exempt	17	$42,723	$57,663	$72,634	8.0
SAP Coordinator	Exempt	17	$42,723	$57,663	$72,634	7.33
Shop Foreman	Exempt	17	$42,723	$57,663	$72,634	8.0
Speech Language Pathologist Assistant	Non-Exempt	17	$42,723	$57,663	$72,634	7.33
Transportation Manager	Exempt	17	$42,723	$57,663	$72,634	8.0
Accountant	Exempt	18	$44,845	$60,546	$76,232	8.0
Operations Coordinator	Non-Exempt	18	$44,845	$60,546	$76,232	8.0
Public Relations Specialist	Exempt	18	$44,845	$60,546	$76,232	8.0
Health Nurse	Non-Exempt	19	$47,091	$63,573	$80,059	5.83
Manager of Information Technology	Exempt	19	$47,091	$63,573	$80,059	8.0
Benefits/FMLA Coordinator	Exempt	20	$49,442	$66,752	$84,053	8.0
Clerk Of The School Board	Exempt	20	$49,442	$66,752	$84,053	8.0
CSA Specialist	Exempt	20	$49,442	$66,752	$84,053	8.0
Elementary Assistant/Teacher Administrator	Exempt	20	$49,442	$66,752	$84,053	8.0
Social Worker	Exempt	20	$49,442	$66,752	$84,053	8.0
Truancy and Intervention Specialist	Exempt	20	$49,442	$66,752	$84,053	8.0

Annual Salary amounts are rounded to whole dollars.

Job Classification List
2017-2018

Based on 260 days - 8 hours per day (Excluding Lunch)

Title	Overtime Status	Scale	Min	Mid	Max	Hours Per Day
Autism Instructor	Exempt	21	$51,917	$70,090	$88,254	8.0
Senior Accountant	Exempt	21	$51,917	$70,090	$88,254	8.0
Autism Specialist	Exempt	23	$57,242	$77,274	$97,302	8.0
Finance Manager	Exempt	23	$57,242	$77,274	$97,302	8.0
Guidance Coordinator	Exempt	23	$57,242	$77,274	$97,302	8.0
Nurse Coordinator	Exempt	23	$57,242	$77,274	$97,302	8.0
Occupational Therapist	Exempt	23	$57,242	$77,274	$97,302	4.8 or 8.0
Physical Therapist	Exempt	23	$57,242	$77,274	$97,302	4.8 or 8.0
Psychologist	Exempt	23	$57,242	$77,274	$97,302	7.5
Speech Pathologist	Exempt	23	$57,242	$77,274	$97,302	6.0 or 7.5
Assistant Principal - BCAT	Exempt	24	$60,112	$81,137	$102,190	8.0
Athletic Director	Exempt	24	$60,112	$81,137	$102,190	7.0
Supervisor of Art	Exempt	24	$60,112	$81,137	$102,190	7.33
Supervisor of Counseling & Student Record	Exempt	24	$60,112	$81,137	$102,190	8.0
Supervisor of CTE	Exempt	24	$60,112	$81,137	$102,190	8.0
Supervisor of Health, PE, & Driver's Ed	Exempt	24	$60,112	$81,137	$102,190	8.0
Supervisor of Mathematics	Exempt	24	$60,112	$81,137	$102,190	8.0
Supervisor of World Languages and ELL	Exempt	24	$60,112	$81,137	$102,190	7.33
Supervisor of Music/ Performing Arts	Exempt	24	$60,112	$81,137	$102,190	7.33
Supervisor of Science	Exempt	24	$60,112	$81,137	$102,190	8.0
Supervisor of Social Studies and Media Services	Exempt	24	$60,112	$81,137	$102,190	8.0
Supervisor of English and RCPS Online	Exempt	24	$60,112	$81,137	$102,190	8.0
Special Education Regional Supervisor	Exempt	24	$60,112	$81,137	$102,190	8.0
Assistant Principal - High	Exempt	25	$63,107	$85,194	$107,286	8.0
Assistant Principal - Middle	Exempt	25	$63,107	$85,194	$107,286	8.0
District Database Administrator	Exempt	25	$63,107	$85,194	$107,286	8.0
Maintenance Supervisor	Exempt	25	$63,107	$85,194	$107,286	8.0

Annual Salary amounts are rounded to whole dollars.

Job Classification List
2017-2018

Based on 260 days - 8 hours per day (Excluding Lunch)

Title	Overtime Status	Scale	Min	Mid	Max	Hours Per Day
Nutrition Supervisor	Exempt	25	$63,107	$85,194	$107,286	8.0
Transportation Supervisor	Exempt	25	$63,107	$85,194	$107,286	8.0
Associate Director	Exempt	26	$66,269	$89,445	$112,653	8.0
Principal - Elementary	Exempt	27	$69,576	$93,927	$118,290	8.0
Principal - Middle	Exempt	28	$73,050	$98,623	$124,176	8.0
Principal - High	Exempt	29	$76,710	$103,554	$130,416	8.0
Director of Finance	Exempt	30	$80,538	$108,732	$136,906	8.0
Director of Human Resources	Exempt	30	$80,538	$108,732	$136,906	8.0
Chief Information Officer	Exempt	30	$80,538	$108,732	$136,906	8.0
Director of Administration	Exempt	30	$80,538	$108,732	$136,906	8.0
Director of Elementary Instruction	Exempt	30	$80,538	$108,732	$136,906	8.0
Director of Operations	Exempt	30	$80,538	$108,732	$136,906	8.0
Director of Secondary Instruction	Exempt	30	$80,538	$108,732	$136,906	8.0
Director of Special ED & PPS	Exempt	30	$80,538	$108,732	$136,906	8.0
Director of Testing/ Remediation	Exempt	30	$80,538	$108,732	$136,906	8.0
Principal/Director - BCAT	Exempt	30	$80,538	$108,732	$136,906	8.0
Assistant Superintendent – HR & Instruction	Exempt	33	$93,246	$125,871	$158,517	8.0
Assistant Superintendent – Finance & Operations	Exempt	33	$93,246	$125,871	$158,517	8.0

Annual Salary amounts are rounded to whole dollars.

COMPREHENSIVE PAY PLAN - ANNUAL **(Salary based on 260 days; 8 hours per day)**

	A	B	C	D	E	F	G	H	I	J	K	L
1	19,573	20,030	20,497	20,976	21,466	21,967	22,480	23,005	23,542	24,091	24,654	25,229
2	20,550	21,030	21,521	22,024	22,538	23,064	23,603	24,154	24,718	25,295	25,886	26,490
3	21,570	22,073	22,588	23,116	23,655	24,207	24,772	25,350	25,942	26,548	27,167	27,802
4	22,651	23,180	23,721	24,274	24,840	25,420	26,013	26,620	27,241	27,877	28,527	29,193
5	23,774	24,329	24,897	25,478	26,073	26,681	27,304	27,941	28,593	29,260	29,943	30,642
6	24,981	25,564	26,161	26,772	27,397	28,036	28,691	29,360	30,046	30,747	31,465	32,200
7	26,229	26,841	27,468	28,109	28,765	29,437	30,124	30,827	31,547	32,283	33,037	33,808
8	27,539	28,182	28,840	29,513	30,202	30,907	31,628	32,367	33,122	33,896	34,687	35,496
9	28,912	29,587	30,277	30,984	31,707	32,447	33,204	33,979	34,772	35,584	36,414	37,264
10	30,347	31,055	31,780	32,521	33,280	34,057	34,852	35,665	36,497	37,349	38,220	39,112
11	31,866	32,609	33,370	34,149	34,945	35,761	36,595	37,449	38,323	39,217	40,132	41,068
12	33,467	34,248	35,047	35,865	36,702	37,558	38,435	39,332	40,249	41,189	42,150	43,133
13	35,131	35,951	36,790	37,648	38,527	39,426	40,346	41,287	42,251	43,237	44,245	45,278
14	36,899	37,760	38,642	39,544	40,467	41,411	42,378	43,367	44,380	45,415	46,476	47,560
15	38,750	39,655	40,580	41,527	42,496	43,488	44,503	45,542	46,604	47,692	48,805	49,944
16	40,685	41,634	42,606	43,600	44,618	45,659	46,724	47,815	48,930	50,072	51,241	52,437
17	42,723	43,720	44,741	45,785	46,854	47,948	49,067	50,212	51,384	52,583	53,811	55,067
18	44,845	45,891	46,962	48,058	49,180	50,327	51,502	52,704	53,934	55,192	56,480	57,798
19	47,091	48,190	49,315	50,466	51,644	52,850	54,083	55,346	56,637	57,959	59,312	60,697
20	49,442	50,596	51,776	52,985	54,222	55,487	56,782	58,108	59,464	60,852	62,272	63,725
21	51,917	53,128	54,368	55,637	56,935	58,264	59,624	61,015	62,439	63,896	65,387	66,913
22	54,517	55,789	57,092	58,424	59,788	61,183	62,612	64,073	65,569	67,099	68,665	70,268
23	57,242	58,577	59,944	61,343	62,775	64,239	65,738	67,272	68,842	70,449	72,093	73,775
24	60,112	61,515	62,951	64,420	65,923	67,462	69,036	70,648	72,297	73,984	75,711	77,478
25	63,107	64,580	66,088	67,630	69,209	70,824	72,477	74,169	75,900	77,671	79,484	81,340
26	66,269	67,815	69,398	71,018	72,675	74,371	76,107	77,883	79,700	81,560	83,464	85,411
27	69,576	71,200	72,862	74,563	76,303	78,085	79,907	81,773	83,681	85,635	87,634	89,679
28	73,050	74,754	76,499	78,284	80,111	81,980	83,893	85,851	87,854	89,905	92,003	94,150
29	76,710	78,501	80,333	82,208	84,127	86,091	88,101	90,157	92,261	94,415	96,619	98,874
30	80,538	82,417	84,340	86,309	88,323	90,384	92,493	94,651	96,860	99,121	101,434	103,801
31	84,573	86,547	88,566	90,633	92,748	94,913	97,128	99,395	101,714	104,088	106,517	109,003
32	88,795	90,867	92,988	95,158	97,379	99,651	101,977	104,357	106,792	109,284	111,835	114,445
33	93,246	95,423	97,650	99,929	102,261	104,647	107,090	109,589	112,147	114,764	117,442	120,183

Annual Salary amounts are rounded to whole dollars.

COMPREHENSIVE PAY PLAN - ANNUAL **(Salary based on 260 days; 8 hours per day)**

	M	N	O	P	Q	R	S	T	U	V	W	X
1	25,818	26,421	27,038	27,669	28,315	28,976	29,653	30,345	31,054	31,779	32,521	33,280
2	27,109	27,742	28,389	29,052	29,731	30,425	31,135	31,862	32,606	33,368	34,147	34,944
3	28,450	29,115	29,794	30,490	31,201	31,929	32,675	33,437	34,218	35,017	35,834	36,670
4	29,874	30,571	31,284	32,014	32,761	33,525	34,307	35,108	35,927	36,765	37,623	38,501
5	31,357	32,089	32,837	33,604	34,388	35,190	36,012	36,852	37,712	38,592	39,493	40,414
6	32,951	33,721	34,508	35,313	36,138	36,982	37,845	38,728	39,633	40,558	41,505	42,474
7	34,597	35,405	36,232	37,078	37,943	38,829	39,735	40,663	41,612	42,584	43,578	44,595
8	36,325	37,173	38,041	38,929	39,837	40,767	41,719	42,693	43,689	44,709	45,753	46,821
9	38,134	39,024	39,935	40,867	41,821	42,797	43,795	44,818	45,864	46,934	48,029	49,150
10	40,024	40,958	41,914	42,892	43,893	44,917	45,965	47,038	48,135	49,258	50,408	51,584
11	42,026	43,007	44,010	45,037	46,088	47,163	48,264	49,390	50,542	51,721	52,928	54,163
12	44,140	45,170	46,224	47,302	48,406	49,535	50,691	51,874	53,085	54,323	55,591	56,888
13	46,334	47,416	48,522	49,654	50,813	51,999	53,212	54,454	55,724	57,024	58,355	59,717
14	48,671	49,807	50,969	52,159	53,376	54,622	55,897	57,202	58,537	59,904	61,302	62,733
15	51,110	52,302	53,523	54,772	56,050	57,359	58,697	60,067	61,469	62,903	64,371	65,874
16	53,660	54,912	56,194	57,505	58,847	60,221	61,626	63,064	64,536	66,042	67,583	69,160
17	56,352	57,668	59,014	60,391	61,801	63,243	64,719	66,230	67,776	69,358	70,977	72,634
18	59,147	60,527	61,940	63,385	64,865	66,378	67,927	69,513	71,135	72,795	74,494	76,232
19	62,113	63,563	65,047	66,565	68,119	69,709	71,336	73,001	74,705	76,449	78,233	80,059
20	65,213	66,735	68,292	69,886	71,517	73,187	74,895	76,643	78,432	80,262	82,136	84,053
21	68,475	70,073	71,708	73,382	75,094	76,847	78,640	80,475	82,353	84,275	86,242	88,254
22	71,908	73,587	75,305	77,062	78,861	80,702	82,586	84,513	86,486	88,505	90,571	92,685
23	75,496	77,258	79,061	80,906	82,794	84,726	86,703	88,726	90,797	92,915	95,084	97,302
24	79,286	81,136	83,030	84,968	86,951	88,980	91,057	93,182	95,357	97,582	99,860	102,190
25	83,238	85,181	87,169	89,204	91,286	93,416	95,597	97,828	100,111	102,448	104,839	107,286
26	87,405	89,445	91,532	93,668	95,854	98,091	100,380	102,723	105,120	107,573	110,084	112,653
27	91,773	93,915	96,107	98,351	100,646	102,996	105,400	107,860	110,378	112,955	115,591	118,290
28	96,347	98,595	100,896	103,250	105,660	108,126	110,649	113,231	115,873	118,577	121,344	124,176
29	101,182	103,544	105,961	108,434	110,965	113,555	116,206	118,918	121,694	124,534	127,441	130,416
30	106,223	108,702	111,239	113,835	116,491	119,210	121,991	124,838	127,752	130,733	133,784	136,906
31	111,547	114,150	116,814	119,541	122,330	125,185	128,107	131,097	134,156	137,287	140,491	143,770
32	117,115	119,849	122,646	125,508	128,437	131,434	134,501	137,640	140,852	144,139	147,503	150,946
33	122,988	125,859	128,796	131,802	134,878	138,026	141,247	144,543	147,917	151,369	154,902	158,517

Annual Salary amounts are rounded to whole dollars.

COMPREHENSIVE PAY PLAN - HOURLY RATES

	Step											
Scale	**A**	**B**	**C**	**D**	**E**	**F**	**G**	**H**	**I**	**J**	**K**	**L**
1	9.41010	9.62981	9.85433	10.08462	10.32019	10.56106	10.80769	11.06010	11.31827	11.58221	11.85288	12.12933
2	9.87981	10.11058	10.34663	10.58846	10.83558	11.08846	11.34760	11.61250	11.88365	12.16106	12.44519	12.73558
3	10.37019	10.61202	10.85962	11.11346	11.37260	11.63798	11.90962	12.18798	12.47212	12.76346	13.06106	13.36635
4	10.88990	11.14423	11.40433	11.67019	11.94231	12.22115	12.50625	12.79808	13.09663	13.40240	13.71490	14.03510
5	11.42981	11.69663	11.96971	12.24904	12.53510	12.82740	13.12692	13.43317	13.74663	14.06731	14.39567	14.73173
6	12.01010	12.29038	12.57740	12.87115	13.17163	13.47885	13.79375	14.11538	14.44519	14.78221	15.12740	15.48077
7	12.61010	12.90433	13.20577	13.51394	13.82933	14.15240	14.48269	14.82067	15.16683	15.52067	15.88317	16.25385
8	13.23990	13.54904	13.86538	14.18894	14.52019	14.85913	15.20625	15.56106	15.92404	16.29615	16.67644	17.06538
9	13.90000	14.22452	14.55625	14.89615	15.24375	15.59952	15.96346	16.33606	16.71731	17.10769	17.50673	17.91538
10	14.58990	14.93029	15.27885	15.63558	16.00000	16.37356	16.75577	17.14663	17.54663	17.95625	18.37500	18.80385
11	15.32019	15.67740	16.04327	16.41779	16.80048	17.19279	17.59375	18.00433	18.42452	18.85433	19.29423	19.74423
12	16.08990	16.46538	16.84952	17.24279	17.64519	18.05673	18.47837	18.90962	19.35048	19.80240	20.26442	20.73702
13	16.88990	17.28413	17.68750	18.10000	18.52260	18.95481	19.39712	19.84952	20.31298	20.78702	21.27163	21.76827
14	17.73990	18.15433	18.57788	19.01154	19.45529	19.90962	20.37404	20.84952	21.33654	21.83462	22.34423	22.86538
15	18.62981	19.06490	19.50962	19.96490	20.43077	20.90769	21.39567	21.89519	22.40625	22.92885	23.46394	24.01154
16	19.56010	20.01635	20.48365	20.96154	21.45096	21.95144	22.46346	22.98798	23.52452	24.07308	24.63510	25.21010
17	20.53990	21.01923	21.51010	22.01202	22.52596	23.05192	23.58990	24.14038	24.70385	25.28077	25.87067	26.47452
18	21.56010	22.06298	22.57788	23.10481	23.64423	24.19567	24.76058	25.33846	25.92981	26.53462	27.15385	27.78750
19	22.63990	23.16827	23.70913	24.26250	24.82885	25.40865	26.00144	26.60865	27.22981	27.86538	28.51538	29.18125
20	23.77019	24.32500	24.89279	25.47356	26.06827	26.67644	27.29904	27.93654	28.58846	29.25577	29.93846	30.63702
21	24.96010	25.54231	26.13846	26.74856	27.37260	28.01154	28.66538	29.33413	30.01875	30.71923	31.43606	32.16971
22	26.21010	26.82163	27.44808	28.08846	28.74423	29.41538	30.10192	30.80433	31.52356	32.25913	33.01250	33.78269
23	27.52019	28.16202	28.81923	29.49183	30.18029	30.88413	31.60481	32.34231	33.09712	33.86971	34.66010	35.46875
24	28.90000	29.57452	30.26490	30.97115	31.69375	32.43365	33.19038	33.96538	34.75817	35.56923	36.39952	37.24904
25	30.33990	31.04808	31.77308	32.51442	33.27356	34.05000	34.84471	35.65817	36.49038	37.34183	38.21346	39.10577
26	31.86010	32.60337	33.36442	34.14327	34.93990	35.75529	36.58990	37.44375	38.31731	39.21154	40.12692	41.06346
27	33.45000	34.23077	35.02981	35.84760	36.68462	37.54087	38.41683	39.31394	40.23125	41.17067	42.13173	43.11490
28	35.12019	35.93942	36.77837	37.63654	38.51490	39.41346	40.33317	41.27452	42.23798	43.22356	44.23221	45.26442
29	36.87981	37.74087	38.62163	39.52308	40.44567	41.38990	42.35625	43.34471	44.35625	45.39183	46.45144	47.53558
30	38.72019	39.62356	40.54808	41.49471	42.46298	43.45385	44.46779	45.50577	46.56731	47.65433	48.76635	49.90433
31	40.66010	41.60913	42.57981	43.57356	44.59038	45.63125	46.69615	47.78606	48.90096	50.04231	51.21010	52.40529
32	42.68990	43.68606	44.70577	45.74904	46.81683	47.90913	49.02740	50.17163	51.34231	52.54038	53.76683	55.02163
33	44.82981	45.87644	46.94712	48.04279	49.16394	50.31106	51.48558	52.68702	53.91683	55.17500	56.46250	57.78029

COMPREHENSIVE PAY PLAN - HOURLY RATES

	Step											
Scale	**M**	**N**	**O**	**P**	**Q**	**R**	**S**	**T**	**U**	**V**	**W**	**X**
1	12.41250	12.70240	12.99904	13.30240	13.61298	13.93077	14.25625	14.58894	14.92981	15.27837	15.63510	16.00000
2	13.03317	13.33750	13.64856	13.96731	14.29375	14.62740	14.96875	15.31827	15.67596	16.04231	16.41683	16.80000
3	13.67837	13.99760	14.32404	14.65865	15.00048	15.35096	15.70913	16.07596	16.45096	16.83510	17.22788	17.62981
4	14.36250	14.69760	15.04038	15.39135	15.75048	16.11779	16.49375	16.87885	17.27260	17.67548	18.08798	18.51010
5	15.07548	15.42740	15.78702	16.15577	16.53269	16.91875	17.31346	17.71731	18.13077	18.55385	18.98702	19.42981
6	15.84183	16.21202	16.59038	16.97788	17.37404	17.77981	18.19471	18.61923	19.05433	19.49904	19.95433	20.42019
7	16.63365	17.02163	17.41923	17.82596	18.24183	18.66779	19.10337	19.54952	20.00577	20.47308	20.95096	21.43990
8	17.46394	17.87163	18.28894	18.71587	19.15240	19.59952	20.05721	20.52548	21.00433	21.49471	21.99663	22.51010
9	18.33365	18.76154	19.19952	19.64760	20.10625	20.57548	21.05577	21.54712	22.05000	22.56442	23.09087	23.62981
10	19.24279	19.69135	20.15096	20.62115	21.10240	21.59471	22.09856	22.61442	23.14183	23.68173	24.23462	24.80000
11	20.20481	20.67644	21.15865	21.65240	22.15769	22.67452	23.20385	23.74519	24.29904	24.86635	25.44615	26.03990
12	21.22115	21.71635	22.22308	22.74135	23.27212	23.81490	24.37067	24.93942	25.52163	26.11683	26.72644	27.35000
13	22.27596	22.79615	23.32788	23.87212	24.42933	24.99952	25.58269	26.17981	26.79038	27.41587	28.05529	28.71010
14	23.39952	23.94567	24.50433	25.07644	25.66154	26.26058	26.87356	27.50096	28.14279	28.80000	29.47212	30.16010
15	24.57212	25.14567	25.73221	26.33269	26.94712	27.57644	28.21971	28.87837	29.55240	30.24183	30.94760	31.67019
16	25.79808	26.40048	27.01635	27.64663	28.29183	28.95240	29.62788	30.31923	31.02692	31.75096	32.49183	33.25000
17	27.09231	27.72500	28.37212	29.03413	29.71202	30.40529	31.11490	31.84135	32.58462	33.34519	34.12356	34.92019
18	28.43606	29.10000	29.77885	30.47356	31.18510	31.91250	32.65721	33.41971	34.19952	34.99760	35.81442	36.65000
19	29.86250	30.55913	31.27260	32.00240	32.74952	33.51394	34.29615	35.09663	35.91587	36.75433	37.61202	38.48990
20	31.35240	32.08413	32.83269	33.59904	34.38365	35.18606	36.00721	36.84760	37.70769	38.58750	39.48846	40.41010
21	32.92067	33.68894	34.47500	35.27981	36.10288	36.94567	37.80769	38.68990	39.59279	40.51683	41.46250	42.42981
22	34.57115	35.37837	36.20433	37.04904	37.91394	38.79904	39.70481	40.63125	41.57981	42.55048	43.54375	44.56010
23	36.29663	37.14327	38.01010	38.89712	39.80481	40.73365	41.68413	42.65673	43.65240	44.67067	45.71346	46.77981
24	38.11827	39.00769	39.91827	40.85000	41.80337	42.77885	43.77740	44.79904	45.84471	46.91442	48.00962	49.12981
25	40.01827	40.95240	41.90817	42.88654	43.88750	44.91154	45.96010	47.03269	48.13077	49.25385	50.40337	51.57981
26	42.02163	43.00240	44.00577	45.03269	46.08365	47.15913	48.25962	49.38606	50.53846	51.71779	52.92500	54.16010
27	44.12163	45.15144	46.20529	47.28413	48.38750	49.51731	50.67308	51.85577	53.06635	54.30529	55.57260	56.87019
28	46.32067	47.40144	48.50769	49.63942	50.79808	51.98365	53.19663	54.43798	55.70817	57.00817	58.33846	59.70000
29	48.64519	49.78077	50.94279	52.13173	53.34856	54.59375	55.86827	57.17212	58.50673	59.87212	61.26971	62.70000
30	51.06875	52.26058	53.48029	54.72837	56.00529	57.31250	58.64952	60.01827	61.41923	62.85240	64.31923	65.82019
31	53.62837	54.87981	56.16058	57.47163	58.81250	60.18510	61.58990	63.02740	64.49808	66.00337	67.54375	69.12019
32	56.30577	57.61971	58.96442	60.34038	61.74856	63.18942	64.66394	66.17308	67.71731	69.29808	70.91490	72.57019
33	59.12885	60.50913	61.92115	63.36635	64.84519	66.35865	67.90721	69.49183	71.11394	72.77356	74.47212	76.21010

Roanoke County Public Schools
Supplements and Other Rates
2017-18

Supplements and Substitute Rates: The Pay Plan includes the approved rates for all supplements, stipends, and substitutes to be paid outside a normal contract. Only rates approved in the Pay Plan are authorized. The following supplemental rates have been approved:

Teachers:		
Substitute	$80	per day
Curriculum work	$20	per hour
Summer school	$20	per hour
Remediation/tutors	$20	per hour
PALS	$20	per hour
Homebound	$20	per hour
Inservice trainer	$20	per hour
Open-end contract	$180	per day
Sign language	$15	per hour
Speech Pathologist	$250	per day
Nurse:		
Substitute	$80	per day
Open-end	$150	per day

Building:		
Building operator substitute	$8.00	per hour
Building operator - on call	$80-$100	per month
Building manager substitute	$10.00	per hour
Transportation:		
Bus aide substitute	$37.00	per day
Bus driver substitute	$50.00	per day
Bus driver - extra runs during school day	$10.00	per hour
Bus driver - extra runs after school day	$12.00	per hour
Bus driver - summer school	$15.00	per hour

Instructional Assistant Substitutes:

(based on 6.75 hrs for Elem and 7.25 hrs for Sec)

	Full Day	Half Day
Elem IA - no degree	$54.00	$27.00
Sec IA - no degree	$58.00	$29.00
Elem IA - with degree	$67.50	$33.75
Sec IA - with degree	$72.50	$36.25
Elem open-end IA - no degree	$57.38	
Sec open-end IA - no degree	$61.63	
Elem open-end IA - with degree	$70.88	
Sec open-end IA - with degree	$76.12	

Administrative Assistant substitute $8.00 per hour

Nutrition:		
Nutrition associate substitute	$8.00	per hour
Nutrition associate - open-end/retiree	$9.00	per hour
Nutrition associate - summer	$10.00	per hour
Nutrition manager - summer	$15.00	per hour
Secondary Administrator Substitute:	$350	per day
Elementary Administrator Substitute:	$325	per day
Secondary Additional Classes above 6 sections:	$7000	per year
Administrative Doctoral supplement	$2433	per year

Supplements for classified employees:		
12 semesters of college	$0.55	per day
24 semesters of college	$1.10	per day
Administrative Assistant certificate	$1.15	per day
School nutrition certificate	$0.50	per hour
Journeyman	$143	per year
Leadman	$200	per year
Master's card	$286	per year
Master's card/electrician w/24 hours	$572	per year
Lead Tradesman	$3,500	per year
Lead Mechanic	$3,500	per year
Multiple school nutrition manager	$2,500	per year
Longevity - 20 years	$600	per year
Longevity - 25 years	$800	per year
Longevity - 30 years	$1,000	per year

The Supplements for classified employees will be grandfathered in for employees who already receive supplements. The supplements will not continue for newly hired employees or employees reaching a new milestone after June 30, 2016. Supplements will not continue because scales are adjusted to market and length of service is reflected in movement through the pay range.

Roanoke County Public Schools
Academic Stipends
2017-18

Group IV - High School	$ 1,701	**Group IX - Elementary School**	$ 642
Yearbook - Sponsor Yearbook - Sponsor		Grade Level Coordinator	
		Language Arts Coordinator	
Group VIII - Elementary School	$ 867	**Group IX - Middle School**	$ 642
Web Master		Newspaper - Sponsor	
		Newspaper - Sponsor	
		SCA – Sponsor	
		Choir Director	
Group VIII - Middle School	$ 867	**Group IX - High School**	
Web Master		Debate - Coach Drama - Coach Forensics - Coach	
Department Heads		Jr. & Sr. Class - Sponsor	$ 642
Interest Block Coordinator		Literary Magazine – Sponsor	
Scholastic Bowl		Newspaper - Sponsor	
Yearbook - Sponsor		Gifted Coordinator - Central	
Band Director		SCA - Sponsor	
Group VIII - High School	$ 867	**Group X**	$ 1,842
Web Master		Special Ed Coordinator - Elementary	
Department Heads		Special Ed Coordinator - Secondary	
Choir Director		Psychology Coordinator	

Academic supplements have been frozen at the 2008-09 levels. Employees receiving these supplements as of 2008 are grandfathered at their existing supplement amount.

Roanoke County Public Schools
Athletic Volunteer Stipends
2017-18

High School			Middle School		
Sport	**Position**	**Supplement**	**Sport**	**Position**	**Supplement**
Football	Head	$3,652	Football	Head	$1,826
Football	Assistant	2,719	Football	Assistant	1,378
Golf	Head	1,568	Basketball	Head	1,490
Volleyball	Head	2,234	Wrestling	Head	1,490
Volleyball	Assistant	1,885	Volleyball	Head	1,490
Cross Country	Head	1,568	Soccer	Head	1,490
Cross Country	Assistant	1,269	Track	Head	1,490
Band	Director	2,822	Track	Assistant	1,378
Band	Assistant	1,994			
Band	Auxiliary	1,378	Cheerleading - Fall	Head	1,490
Basketball	Head	3,332	Cheerleading - Fall	Assistant	1,378
Basketball	Assistant	2,900			
Cheer - Comp (Fall)	Head	2,352			
Cheer - Comp (Fall)	Assistant	1,994	Cheerleading - Winter	Head	1,490
Cheer - Winter	Head	2,156	Cheerleading - Winter	Assistant	1,378
Cheer - Winter	Assistant	1,813	Baseball	Head	1,215
Wrestling	Head	3,332	Softball	Head	1,215
Wrestling	Assistant	2,900			
Swimming	Head	1,882			
Swimming	Assistant	1,631			
Indoor Track	Assistant	1,490			
Baseball	Head	2,509			
Baseball	Assistant	2,139			
Softball	Head	2,509			
Softball	Assistant	2,139			
Soccer	Head	2,509			
Soccer	Assistant	2,139			
Track	Head	1,960			
Track	Assistant	1,631			
Tennis	Head	1,960			
Athletic Trainer		5,500			

Coaches contracted in 2011-12 are grandfathered at their 2011-12 supplement amount.